VERMONT DEPARTMENT OF PUBLIC SERVICE
ENERGY EFFICIENCY DIVISION

REQUEST FOR PROPOSALS

Coordination of Vermont Clean Vehicle Coalition

INTRODUCTION

The Vermont Department of Public Service (DPS) is seeking the services of a qualified contractor with demonstrated experience in program management and organizational development; event planning; public and private sector fundraising and grant writing; and excellent written and oral communication skills. Knowledge and/or experience in alternative transportation fuel issues and familiarity with the U.S. Department of Energy (DOE) Clean Cities Program is preferred. The contractor will work closely with state agencies and alternative transportation fuel advocates, to increase public knowledge of alternative transportation fuels in Vermont.

Proposals are due by 4:00 P.M. on Wednesday, May 3, 2006 with the goal of awarding a contract by June 2006. The contract period will run through June 2007. Proposals are limited to 15 pages, which includes scope of work and qualifications. Five original signed hard copies and an electronic copy of the proposal must be delivered to Kelly Launder, Vermont Department of Public Service. Proposals and questions should be addressed to:

Kelly Launder
Vermont Department of Public Service
112 State Street
Montpelier, VT 05620-2601
Phone: (802) 828-4039
Fax: (802) 828-2342
Email: kelly.launder@state.vt.us

BACKGROUND

In 2001, the Vermont Clean Vehicle Coalition (VCVC) became the 82nd partner in the DOE Clean Cities Program. The Clean Cities Program is a government-industry partnership designed to reduce petroleum consumption by advancing the use of alternative fuels and vehicles, idle reduction technologies, hybrid electric vehicles, and fuel economy. This mission is carried out through a network of 87 volunteer coalitions, which provide a forum for members to leverage resources, develop joint projects, collaborate on public policy issues, and promote petroleum displacement and clean air technologies. In December 2003, DPS received funds from the DOE Clean Cities Program to support a coordinator for the VCVC.

The VCVC activities included facilitating the sales of Alternative Fuel Vehicles (AFV) by interacting with prospective fleet customers and AFV dealers; organizing and holding AFV workshops; writing grant applications and conducting fundraising activities; conducting public

education and outreach campaigns; organizing and hosting stakeholder meetings; and developing and promoting AFV maintenance training programs.

The following goals were set by the VCVC:
-Increase the number of Alternative Fueled Vehicles (AFVs) in Vermont
-Increase the number of AFV refueling sites
-Increase VCVC Stakeholders
-Increase VCVC funds through grant development and fundraising activities
-Provide public media and outreach on Alternative fuels and vehicles
-Support Alternative Fuel Legislation
-Expand the number of hybrid vehicles in Vermont

VCVC was previously hosted by EVermont, who no longer has the resources to sustain the Coalition. DPS would like to "revive" this Coalition.

In January 2005 the DPS awarded the Snelling Center for Government a grant to facilitate a process and plan for the reorganization of the VCVC. The contractor was tasked with reviewing the history of the VCVC, preparing a sustainable funding plan for the Coalition, and convening a meeting of current and potential partners. Their final report included a recommendation that the VCVC address broad-based Clean Transportation issues and that it fulfill a networking function versus becoming a stand-alone organization. A complete copy of the Snelling Center's final report is attached as Appendix A.

OBJECTIVES

There is a need for a VCVC Coordinator who will work closely with the DPS in fulfilling the Clean Cities Program goals. Since this Coalition needs to be self-sustaining, it is important that a foundation be set for sustainable program funding. It is anticipated that the Clean Cities functions will be added to an existing organization with complementary goals and objectives rather then becoming a stand-alone organization, although proposals for other models will be considered.

SCOPE OF SERVICES

The Coordinator will provide leadership in the area of fuel efficiency, cleaner fuels, processes to reduce consumption and emissions, and reducing vehicle miles traveled. The DPS will provide input on all written reports and any other relevant aspects of the project. The DPS may also participate in various Clean Cities activities as needed and assist the Coordinator. The Coordinator will be required to complete the following activities:

1. Review the history of the VCVC and DOE Clean Cities Program.

2. Assist with the development and implementation of a program plan, including coalition goals and activities. Coordinate and document coalition activities.

3. Write and submit funding proposals and prepare a plan for future Coalition funding.

4. Maintain and update the existing VCVC database of stakeholders, community fleets, alternative fuel vehicles, and refueling sites.

5. Convene a meeting of the current and potential coalition partners to:
    - Inform them of the coalition organizational structure and future opportunities
    - Identify the level of interest in their participation in VCVC including potential financial/in-kind contributions
    - Discuss strategies and resources needed for sustaining the VCVC

6. Distribute informational resources accessed through the Clean Cities network to partners and interested stakeholders.

7. Monitor and disseminate information on federal and state alternative fuel/AFV legislation and incentives.

8. Work with the DPS to facilitate state level strategies to reduce carbon emissions from vehicles.

INFORMATION REQUIRED FROM APPLICANTS

Grant proposals should be no longer than 15 pages and must include at minimum the following information:

Identification of Organization
State the full name and address of the organization and, if applicable, other subcontractors that will perform, or assist in performing, the work. Include the organization's federal identification number.

Authorized Negotiators
Include the names and phone numbers of personnel authorized to negotiate the proposed contract with the State. All proposals must be signed by a duly authorized representative of the party (or parties) submitting the proposal.

Prior Experience Disclosure
Prior experience in successful fundraising, grant research and writing, program management, and organizational development is important to the selection of a contractor. Knowledge or experience in alternative fuel issues is preferred. Proposals must include a description of the applicant's experience in each of these areas.

Personnel
Each organization submitting a proposal under this RFP shall have demonstrable knowledge, skills and experience as it relates to the required work. The proposal must identify all persons that will be employed in the proposed work by skill and qualifications. Identify key personnel by name and title and provide a resume for each. Subcontractors must be listed, including the firm name and address, contact person, and complete description of work to be subcontracted. Include descriptive information concerning subcontractor's organization and abilities.

Work Plan
Describe in narrative form the plan for accomplishing the work. Indicate the number of hours allocated to each task and which staff member(s) will complete the tasks. Include a time-related chart showing each event, task, and decision point in the work plan. Also include a plan for disseminating information on the project to relevant organizations and the general public.

Describe the organizations ability to operate a statewide coalition and how that will be achieved. Quality assurance measures should also be described.

Budget Considerations
Applicants must submit a proposed budget for this project (not to exceed $25,000) and include narrative explanations. The following cost elements should be included:

Personnel (position, rate, hours)
Travel (include mileage rate, etc.)
Supplies & Materials
Other (specify)
Total Direct Costs
Indirect Costs (may not exceed 23.64% of direct costs)
BUDGET TOTAL

Additional Information and Comments
Include any other information that is believed to be pertinent, but not specifically requested elsewhere in this RFP.

SELECTION CRITERIA

The DPS will evaluate all proposals received based upon reasonableness of cost, completeness and quality of the proposal, qualifications of the individuals proposed to perform the work, relevance of previous experience, and any other criteria it deems relevant. Acceptance or rejection of any or all proposals will be determined by the exercise of the Department's sole discretion.

All proposals are subject to an evaluation by the DPS and/or non-departmental reviewers. The DPS reserves the right (but in no way is obligated) to interview the top prospective candidates to aid in the selection process.

The award of the contract will be made based on the following criteria:

1. Organization
   -Experience in fundraising, grant research and writing, program management, and organizational development.
   -Knowledge and/or experience in alternative fuel issues.
   -Experience with similar projects.
   -Adequate staffing for described work.

2. Work Plan
   -Plan and capacity for project control and financial management.
   -Definition and timeliness of tasks to be performed.
   -Strategy to implement the project.

3. Budget
   -Budget line items and amounts are sufficiently described and justified.
   -Costs are reasonable and competitive.

GENERAL TERMS AND CONDITIONS

1. The DPS reserves the right to reject any and all proposals received as a result of this RFP for any reason, to waive minor irregularities in any proposals received, and to negotiate with any party in any manner deemed necessary to best serve the interests of the State.

2. The DPS shall not be responsible for any costs incurred by any party in preparation of any proposal submitted in response to this RFP.

3. The DPS reserves the right to amend or cancel this RFP at any time if the best interest of the State requires such action.

4. News releases pertaining to this RFP, contract award, or the project shall not be made without prior written approval from the DPS.

5. The DPS will pay for actual work performed and expenses incurred under this project up to the specified contract amount. Specific payment provisions will be arrived at upon mutual agreement of the parties. All payments will require the submission of an itemized billing of work performed to date in sufficient detail to justify payment.

6. All parties submitting proposals shall be Equal Opportunity Employers. During the duration of the performance of this contract, the contractor will be expected to comply with all federal, state and local laws respecting non-discrimination in employment.

7. All deliverables submitted by the selected contractor shall become the property of the State.

8. The DPS assumes no liability in any fashion with respect to this RFP or any matters related thereto. All prospective contractors and their subcontractors or successors, by their participation in the RFP process, shall indemnify, save and hold the DPS and its employees and agents free and harmless from all lawsuits, causes of action, debts, rights, judgments, claims, demands, damages, losses and expenses or whatsoever kind in law or equity, known and unknown, foreseen and unforeseen, arising from or out of this RFP and/or any subsequent acts related thereto, including but not limited to the recommendation of a contractor and any action brought by an unsuccessful applicant.

Appendix A:

Future directions for the Vermont Clean Vehicle Coalition and Organized partnership work on clean transportation in Vermont

Snelling Center for Government
FINAL REPORT

Agreement # 02240-0031
February 4, 2005 - December 1, 2005.

CFDA Title: State Energy Program Special Projects;
CFDA Number: 81-119;
Award Name: Clean Cities Coalition Support ;
Award Number: DE-FG41-03R101613, M001;
Federal Granting Agency: U.S. Department of Energy

Final Report to:

VERMONT DEPARTMENT OF PUBLIC SERVICE

ENERGY EFFICIENCY DIVISION

Future directions for the Vermont Clean Vehicle Coalition and Organized partnership work on clean transportation in Vermont

Original Objective:
There is a need to facilitate a process and plan for the re-organization of the VCVC. Since this Coalition needs to be self-sustaining, it is important for a foundation to be set for sustainable program funding. Contact with previous partners and connection with potential future partners is a priority to create sustainability and determine the future direction of the VCVC.

Report Produced by: The Snelling Center for Government

Contact persons: The Subrecipient's contact person for this award is:

Glenn McRae
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Contents:

Future directions for the Vermont Clean Vehicle Coalition and organized partnership work on clean transportation in Vermont

Introduction

In February 2005, The Snelling Center for Government received a grant of $15,000 (Agreement # 02240-0031) from the Department of Public Service, the subject matter of which was to facilitate a process and plan for the re-organization of the Vermont Clean Vehicles Coalition (VCVC). A preliminary plan of action was put in place and a steering committee with representation from DPS, AOT and ANR was organized to support and help guide the process.

The project specifically arose from an objective of facilitating a process and plan for the re-organization of the VCVC, which had been dormant for several years. It was determined that the Coalition and its activities needed to be self-sustaining as the State was not going to internalize the function, so identifying opportunities for sustainability was important. In addition to understanding how the program, policy, funding and historical framework within such activities occur, it was important to re-establish contact with previous partners and connect with potential future partners in this process of determining the future direction of the VCVC.

A scope of activities agreed to and the outcome of those activities (including changes in how they were prioritized or in some cases changed or made irrelevant as information emerged) can be found in *Appendix I. Work Summary*. The most significant changes came as a result of two findings that made several important assumptions irrelevant. The first was that a significant number of individuals who represented the original partners were no longer in their position, or the situation had significantly changed in the organization, so that there was not a critical mass of original partners to start with in the process of renewal or reorganization. The second was that as we engaged new stakeholders there was no support for a new formal coalition organization.

A significant amount of related work is still going on in promoting clean vehicles, but the focus has shifted more to the broader concept of clean transportation, with vehicles being a subset to be integrated into this broader conversation. There was a great deal of excitement for exploring different ways to advance conversations and to support specific initiatives in a variety of different fields. Stakeholders were very interested in seeing work move ahead on a broad front, but individually they were generally only interested in being involved in smaller, more specific, and shorter term initiatives (e.g., the School Bus Grant). As a result the recommendation and plan for action involves the promotion of a broad based Clean Transportation function to be organized more as a network (informational and educational connections punctuated by specific projects for subgroups of stakeholders).

Submitted by:

Connie Leach
Project Manager

Glenn McRae
Director, Public Policy Programs

VCVC Next Steps: A Final Report

The Snelling Center received a grant from the Vermont Department of Public Service to facilitate a process for determining the potential for and best means of revitalizing an organization focused on clean transportation (such as the former Vermont Clean Vehicles Coalition). In advancing this work the Snelling Center:

- Held an initial brainstorming meeting (Clean Slate) with six Vermont visionaries;
- Interviewed original VCVC stakeholders and EVermont Board and staff;
- Documented VCVC history;
- Reviewed VCVC historical documentation stored in the Air Pollution Control Division of the Agency of Natural Resources;
- Reviewed Clean Cities resources;
- Established a resource notebook to consolidate materials that had been largely scattered between state departments and various organizations;
- Expanded an active contact list (potential stakeholders of various levels of commitment);
- Coordinated the development of an EPA Clean School Bus grant proposal;
- Convened two Focus Group discussions in early August;
- Hosted a listserve conversation with stakeholders soliciting feedback on the Snelling Center's Think Piece on next steps for VCVC; and
- Submitted a Final Report recommending an action plan for revitalizing a clean transportation network complemented by a series of resources to assist in establishing such a network.

Throughout this work, the overarching goal was to bring a recommendation to the State for how best to revitalize VCVC or redesign this initial framework into a more productive and sustainable organization or function appropriate to the prevailing conditions.

The Background

A research effort, utilizing VCVC historic files found in the Air Pollution Control Division's offices, established that VCVC's history included support in 2000-01 from VTrans, ANR, DPS and EVermont with committed funding ranging from $2000 to $6000 and in-kind resources, including staff time, to assist with the Clean State designation. In addition, other partners such as Ford Motor Company, VT Gas, VT Yankee, Green Mountain Power, and Ben & Jerry's contributed funding towards the inception of the Vermont Clean Vehicles Coalition. DPS awarded EVermont a $25,000 grant from September 2001 through August 2002 for the Clean Cities Coordinator using US DOE's Clean Cities grant funds. We did not find documentation of other Partner contributions beyond those noted for the inception of VCVC. As part of the designation, VCVC committed to a five-year program plan that included eight goals ranging from increasing both the number of AFV's and refueling infrastructure to securing grants to expanding hybrid vehicles in the state. We did not audit the level of completion of this plan and did not find records of annual reporting to DOE beyond 2002. (*See Appendix II. A USDOE Clean Cities Program*)

Vermont benefited from a Federal earmark managed by EVermont in 2001 that was used to place electric vehicles into transit applications statewide and continue their work with cold weather demonstration research of light duty vehicles. In 2002, VCVC hosted an alternative fueled vehicle showcase in Rutland and worked with Green Mountain Institute for Environmental Democracy in 2003 to help make GEMs (neighborhood electric vehicles) available for appropriate stakeholders in Vermont. One of VCVC's strongest roles was information dissemination to interested parties through a newsletter and the hosting of meetings with partners. Committees were formed and met during the meetings, but these did not successfully evolve to levels of high productivity in VCVC's early years. As we began to conduct interviews we discovered that many of the original partners were no longer actively working on alternative fueled vehicle initiatives or were no longer working for that entity. The lapse in VCVC's activity in 2004 furthered a sense of organizational hibernation and disconnect with the issue and former partners. We did find some original partners and a solid group of new contacts who were interested in exploring the potential for a coordinated effort to advance a cleaner transportation network, in part, because of new opportunities on the horizon – biodiesel and hybrid vehicles being the dominant ones identified. (*See Appendix II. B Background Briefing on VCVC*)

It is important to note that all conversations with potential stakeholders except the listserve occurred prior to Hurricane Katrina and Rita, and the significant increase in gas and diesel prices (as much as a 33% increase in one day was experienced during the week after Katrina ravaged the southeast gulf coast). We are therefore incorporating into these recommendations our sense of how the drastic economic change in fuel prices influences clean transportation priorities, opportunities, and timeline.

Since starting this conversation with potential partners in February, a variety of specific requests for assistance or ideas for future projects have already been advanced. These include:

- Identifying sources of biofuels in sufficient quantity to supply commercial fleets
- Building a public, or at least commercial infrastructure to deliver biofuels
- Researching fuel efficiency for commercial vehicles where fuel use is primarily for mechanical systems (e.g., trash packers) rather than road mileage efficiency
- Pursuing grant funding. There was concern expressed by former partners that numerous transportation-related funding opportunities were being missed and there was a need for a lead entity to coordinate proposals for AFVs and clean transportation.
- Securing funds for incentives to cover the incremental cost to municipalities to use biodiesel and purchase hybrids for their fleets.

- Researching school transportation – efficient use and size of school buses, costs of maintaining and enlarging parking lots as more students drive, and fuel options.

- Supporting proposed legislation and existing regulations that would improve air quality, minimize dependency on petroleum products, and provide incentives for AFVs, fuels, and fueling infrastructure.

Though acting on these requests was beyond the scope of the contract, it is important to make note of them as they are indicative of the feedback heard in interviews, focus group meetings, and listserve conversations, and they provide some direction for a future coordinating entity toward possible programs and functions that will move the clean transportation agenda forward.

We believe the interest and need for leadership in advancing a cleaner transportation system exists in Vermont. It is our recommendation to proceed with establishing a path that would begin to create a groundswell of clean transportation activity and opportunity throughout Vermont. More than sixty Vermonters participated in conversations with the Snelling Center with four of those occasions requiring significant commitment of time on the part of the attendees to engage in dialogue. Twenty-six of the sixty attended at least one focus group or visionary meeting, and twenty-two independent interviews were held. In addition, the two-week listserve had over thirty-six comments. In each case, it was our sense that the potential stakeholders were anxious to see leadership in Vermont on this issue. With the added impact of current events, it is the Snelling Center's recommendation that the State respond quickly with soliciting the next phase of this work. There is a need for advocacy and program models of clean and efficient transportation in the "marketplace" now; people are concerned, anxious, ready to listen and act, and seeking credible leadership.

See Appendix III. Partners and Potential Partners for a list of contacts engaged in different ways in this conversation with the Snelling Center and a starting source for those interested in being involved in action outcomes as the state moves forward from this work. *See Appendix IV. Interviews with former Stakeholders* for background information on the value of the early stages of the Vermont Clean Vehicles Coalition. *Appendix V. Visioning Meeting* is a summary of the discussion held with six Vermont visionaries about possible views of Vermont's transportation system fifty years down the road and what we've learned by living through other significant social/cultural changes such as instilling a societal recycling ethic and the public condoning of smoking. *Appendix VI. Focus Group Summaries* provides input from partners on the value of establishing an organization focused on clean transportation, how best to sustain such a resource, and what its priorities should be in its early years. The Snelling Center then drafted a "Think Piece" from the consolidation of input received about the former VCVC and current opportunities and needs, outlining our thoughts for the best next steps. We invited feedback through a questionnaire and a two-week listserve conversation. (*See Appendix VII. "Think Piece for Partners" and Appendix VIII. Listserve Summary)*

One outcome of the Snelling Center's facilitation of the viability of establishing a clean transportation related organization is consistent feedback that ***function-action-output*** is

much more essential than ***organization***. In every venue we hosted, there was little interest in discussing organizational structure. This greatly impacted our thoughts on achieving sustainable funding. **Our primary recommendation is to first focus on creating value to the stakeholders by soliciting, through the anticipated DPS Clean Cities RFP, for a social entrepreneur (or organization that can fill this role) who can match needs of stakeholders with funding sources.** (See *Appendix IX. Future Funding Resources* for an overview of potential funding approaches and sources.)

The Snelling Center tested this "service" by writing and submitting an actual grant rather than creating a grant template as has been suggested in our original scope of work. The grant RFP that we responded to happened to pull together school transportation stakeholders, but the model could have just as easily tested this function with a group of stakeholders seeking infrastructure funding to switch fuel sources, or those with viable needs that could be served through an SEP.

A short list of five schools and school districts (those who had sought biodiesel funds from an earlier solicitation from the VT Biodiesel Project and word of mouth referrals) were contacted about **EPA's Clean School Bus grant** on June 22nd. When the grant was submitted a month later, it involved two school districts, an academic research partnership with Keene (NH) State College, a school education component spearheaded by a Vermont-based nonprofit, and support and administrative oversight by the Clean Cities Coordinator. The grant proposal requested $268,750 and matched the federal request with $167,657 state and in-kind dollars for the purchase of new school buses, shift to cleaner fuel, retrofit engines with auxiliary heaters, and track comparative emissions. US EPA received over 170 applications requesting nearly $50 million in grant funding for their $7.5 million grant program for school districts. Windham Northeast Supervisory Union (the applicant of the Vermont grant) has received preliminary word from the EPA that Vermont's grant will be partially funded. They will be receiving **$173,000 from EPA and matching this with $152,000 for a total investment of $325,000 in cleaner air emissions through the purchase of new school buses**.

In addition to the significant financial award, there were several beneficial lessons learned from this experience:

- The targeted party (in this case schools but it could have been municipalities, fleet managers, heavy equipment operators, state energy offices) did not have time to develop the proposal on its own

- A designated third party grant coordinator (in this case the Snelling Center) facilitated collaboration and a likely more competitive proposal through an expanded scope that leveraged a wider range of human capital and financial match unavailable within a single Vermont school district

- The momentum and viability of the proposal increased as others learned about the project, bringing new potential partners and match to the table as late in the process as days before submittal

- On-going clean transportation-related solicitations are offered throughout the year that could benefit multiple Vermont stakeholders. These are currently being missed because few can dedicate the time necessary to write an effective proposal

- There are likely parallel opportunities in the private sector to provide short-term contractual services to assist Vermont companies lacking in-house expertise or time to advance cleaner transportation initiatives (switching to biodiesel, minimizing pollution from idling of heavy equipment, cooperative purchasing of hybrids for fleet vehicles, etc.)

- Success builds momentum and leverages other opportunities. Vermont should take advantage of this current momentum.

Conclusions and Recommendations

All or the recommendations and action steps are focused around the goal of **moving VCVC to a Clean Transportation Network in the next three years.**

Mission: Cleaner Transportation System

Contribute to the development of a more sustainable state transportation system so that it works to clearly enhance the state's economy while minimizing air pollution from transportation sources and its impact on public health.

This shall be accomplished through efforts that:

- Reduce[1] Vehicle Miles Traveled (VMT) in Vermont
    - Facilitate alternatives to automobiles such as bicycles and walking by expanding the network of safe and well-maintained bike and walking paths
    - Increase use of public transit such as buses and trains by expanding funding, schedules, and ease of use
    - Promote Boston-Montreal express/commuter train
    - Explore city planning measures to reduce travel
    - Promote tele-commuting and other alternatives to travel
- Increase Fuel Efficiency of individual vehicle fleets as well as the collectivity of vehicles in Vermont
- Promote and establish a market for readily available cleaner fuels and the infrastructure supporting these fuels. These efforts should directly reduce dependency on petroleum-based fuels and increase the use of domestically produced alternative fuels

[1] Careful consideration should be given to a fuller discussion of what is meant by "reducing" VMT. VMT is a diverse indicator used by various state agencies for various functions. These are not necessarily consistent with one another and a broader cross agency discussion of how VMT is used and how goals such as "reducing VMT" can be developed will be necessary.

Roles for a Coordinating Entity/ Function (1-5 years)
[This would be the basis for the new RFP that DPS plans to issue to continue this work]

We recommend that the next RFP be issued seeking a "host" organization to sponsor a Clean Transportation Entrepreneur. This function embedded in an existing organization will relieve the contractor from "organizational tasks" and put the emphasis on entrepreneurial action to further explore and begin to implement new actions. Emphasis on evaluating proposals should be put on the entrepreneurial nature of the organization, and how they see this function leveraging their organizational resources to achieve the goals.

Primary Roles

- Secure program and research funds for identified stakeholders and program partners
- Act as catalyst for Innovation through research or organizing collective activities
- Coordinate clearinghouse of Information/Resource dissemination/Education and collaborate with VT DPS in Clean Cities Coordination responsibilities
- Support and advance proposed and existing legislation and regulatory initiatives

Rationale: In order to shift to a new transportation paradigm, the marketplace must have new options within reasonable reach and effectively use existing tools that can advance clean transportation. It is essential to bring new resources to the transportation sector (money, innovative collaborations, idea seeds, intellectual capital) that enable the development of these options through investment in infrastructure, competitive procurement programs, and incentives awarding desired behaviors. The clear interests demonstrated by the sixty some participants in this research effort are in "doing" not "organizing." Specific results that enhance their own organizational goals will be the most effective strategy for generating a network and determining an organizational framework. There is a need to develop a clean transportation “brand” for Vermont.

Secondary Roles

- Creating an independent clean transportation organization

Rationale: After a review of other State organizational or functional models (*See Appendix II. C Clean Cities Organizations – Northeast*), an evaluation of current events, and assessment of stakeholder input, we outlined three organizational structure scenarios and presented them to our Inter-Agency Steering Committee. We collectively felt that two of the three scenarios were premature due to a lack of sufficient funding and momentum. These tabled scenarios envisioned either a ½ FTE staff person within an existing organization or a full-time staff person in a newly formed organization with budgets ranging from $40,000-$90,000.

We are recommending a focus on new functions coupled with support for legislation and regulations that fulfill the mission outlined above. The best means for building such momentum over the long-term may be for it to be subsumed within the state's Climate Action agenda and response, and through corresponding activities and structures of non-State stakeholders. We believe a coordinated network is needed that will facilitate the success of the stakeholders' projects, using state and Clean Cities financial resources and the resources and momentum gathered through this contract for leveraging dollars to build specific clean transportation related programs in Vermont -- and as a sub-function of this, maintaining Vermont's Clean Cities status. (DOE recently revised its Memorandum of Understanding (MOU) with its Clean Cities designees such that five year renewals of designations to be in good standing do not require an extensive five-year workplan, enabling more time to be focused on developing critical program initiatives. See *Appendix XI. Clean Cities MOU Renewal*)

Initial Action

Under this scenario, the State would expeditiously release an RFP using existing funds ($25,000) to do five primary functions in the first year of operation:

1) Develop one program function that would provide leadership in the area of fuel efficiency, cleaner fuels (with less dependency on petroleum), or processes to reduce consumption and emissions (e.g. biodiesel for heavy equipment operators, clean and efficient school-related transportation), or reducing vehicle miles traveled.

2) Pursue funding for other stakeholder groups or sub groups, providing a development function to organize smaller networks of partner groups that pursued specific funding and opportunities that fit within the mission.

3) Document legislative and regulatory initiatives of stakeholders that advance the clean transportation mission and educate the partnership network on these initiatives.

4) Distribute informational resources accessed through Clean Cities network to partners and interested stakeholders and share Clean Cities Coordinator role with DPS.

5) Attend the annual Clean Cities Conference and look for new opportunities to expand an action agenda in Vermont. Use this as a base for evaluating efforts and planning for year 2.

Steering Committee:

A "steering committee"(no more than 9, and a mix of nonprofit, private, and state stakeholders) should be established in conjunction with the next contract to support the contractor and advance the network. Logical members include those most active in this contract (Allen, Byrne, Crocker, Flomenhoft, Nazarow, Russell-Story, Sharpe and representation for AOT, ANR, and DPS).

Responding to initial requests/ideas for assistance that emerged during the process:

Specific requests for assistance or ideas for future projects have already been advanced. These should be included in the RFP as examples of work where there is existing partner support and the RFP should request that respondents indicate how they might prioritize and develop these:

- Identifying sources of biofuels in sufficient quantity to supply commercial fleets
- Building a public, or at least commercial infrastructure to deliver biofuels
- Researching fuel efficiency for commercial vehicles where fuel use is primarily for mechanical systems (e.g., trash packers) rather than road mileage efficiency
- Pursuing grant funding. There was concern expressed by former partners that numerous transportation-related funding opportunities were being missed and there was a need for a lead entity to coordinate proposals for AFVs and clean transportation.
- Securing funds for incentives to cover the incremental cost to municipalities to use biodiesel and purchase hybrids for their fleets.
- Researching school transportation – efficient use and size of school buses, costs of maintaining and enlarging parking lots as more students drive, and fuel options.
- Supporting proposed legislation and existing regulations that would improve air quality, minimize dependency on petroleum products, and provide incentives for AFVs, fuels, and fueling infrastructure.

Year 2 & Year 3 Initiatives

There is no guarantee from DPS that there will be future funds available from the State for support of these activities. A key to the success of a first year endeavor will be to identify ways in which an entrepreneurial approach can generate base level support to the coordinating function. The advantage of hosting such an enterprise within an existing organizational structure is that the overhead costs would be lower and different administrative support would be readily available and could be harnessed as needed without having to develop an entirely new organizational structure.

Funding resources identified show promise for doing direct project work that is coordinated or administered by the Clean Transportation Network, and that work of the Network would be supported by overhead and administrative charges to those projects

initiated by the network function. One funding stream could come from this project management and broker role.

In other cases, with specific expertise in Clean Transportation, support could be sought from sub-groups of partners in the network to advance a particular joint interest. The function could be paid for on a fee basis: Writing a federal grant for a group of school districts; organizing a network of biofuels suppliers for different fleets; organizing specific research on new efficient technology for different stakeholders; organizing conferences or educational forums for groups of stakeholders.

Increasingly work such as has been proposed is being organized by emerging networks of public, private and nonprofit sector actors. The emerging field of Governing by Network[2] is demonstrating that the challenge of meeting public goals is being met more and more through innovative partnerships and flexible networks. While this project began with the assumption that a Coalition that had previously existed could be resurrected and established as a free standing new organization, the process of exploration and the identification of new opportunities has led us to conclude that the next step for the State is to be bold and innovative in asking for a looser network based proposal for action embedded in principles of entrepreneurship rather than investing in a more established goal of creating an organization to fulfill a specific function. Organizations have very specific needs, and require considerable care and feeding. There exists in Vermont a wide range of existing organizations (many of whom are listed under the partner groups) that may have the ability and interest in expanding into this functional domain especially if there are initial subsidies and assistance from the State.

In addition to the state funding, this report and the process of investigation that supported it has provided a new momentum in establishing a network of interested and active potential partners. Moving to the next steps should be of highest priority and time is of the essence to capture that momentum.

[2] See Governing by Network: The New Shape of the Public Sector, by Stephen Goldsmith and William D. Eggers (2005: The Brookings Institution Press, Washington, D.C.), and http://www.governingbynetwork.com/

APPENDICES

I. Work Summary

II. History / Background
A. U.S. Department of Energy's Clean Cities Program
B. Background Briefing on VCVC
C. Clean Cities Organizations - Structure in the NE Region

III. Partners and Potential Partners

IV. Interviews with former Stakeholders

V. Visioning Meeting

VI. Focus Group Summaries

VII. "Think Piece" for Partners

VIII. Listserve Summary

IX. Future Funding Resources

X. EPA School Buss Grant

XI. Clean Cities MOU renewal

APPENDIX I

VCVC Work Summary - November 30, 2005

Phase (1): The Road Already Traveled: Review History of VCVC & EVermont related programs, rationale of the Clean Cities Program

Activity	Explanation	Deliverable
Conduct 20-25 interviews both in person and by phone with current and past staff and Board members of EVermont, and VCVC partners.	Twenty-two interviews were conducted. A notebook kept by Connie that has notes from some of the interviews will be part of the deliverables of the contract. There are also interview forms that were used with some of those interviewed early on.	Completed See: *Interviews List* and *VCVC Initial Contact Summary* See: *Vermont Clean Vehicles Coalition Background Briefing (4-15-05) for summary ideas*
Host meeting of a "clean slate" counsel by bringing together six to ten of Vermont's best thinkers who have not been involved with this issue to "invent" an effective coalition for advancing a clean transportation network in Vermont working back from a set of desired outcomes "**Fifty Years Down the Road—Visions from the Experienced**". The ideas generated by this think tank may provide a catalyst for partners in revitalizing VCVC's mission and program priorities.	June 3, 2005 at the Snelling Center for Government Six visionaries participated in this discussion and a summary of the meeting highlights was produced. The meeting also produced a following of another 6-8 visionaries who were unable to attend the meeting but were interested in the outcomes.	Completed. See *VCVC Visioning Meeting Summary*
Develop summary of origins of Clean Cities program and collect success stories of other Clean Cities designees, identifying potential priorities for VCVC future. The assessment will include comparative relevance of programs and project models for Vermont, identifying qualities that have led to their	Ref to Mike's overview. Extensive discussions with NH and ME as reported in Background Briefing. Review of other structures with Mike Analysis incorporated into final	- See: *Vermont Clean Vehicles Coalition Background Briefing (4-15-05) for summary ideas* *-Clean Cities Background*

success and are enabling them to effectively sustain their work.	report to help critique options.	**Kelly has a report on data gathered about Clean Cities programs at May CC conference..** *Report from Mike S.*
In consultation with the Inter-agency coordinating Committee, evaluate the value of establishing a Quality Review Team of two to four professionals to offer an external review of benchmark pieces for conceptual clarity and reasonableness.	Not pursued with Interagency coordinating committee. Check in was accomplished with various focus groups and interested parties.	Was an interesting idea but not central to achieving the project goal.
Provide monthly written updates to inter-agency Steering Committee.	As communicated	Done
Phase (2): Getting There From Here: Develop a Strategic Organizational and Sustainable Funding Plan		
Facilitate virtual interactive conversation on the Summary Analysis with Partners during April with the establishment of a website and BLOG. Provide series of initial questions on the BLOG in preparation for Host Partners meeting in late May or early June.	-Suggested based on the assumption that enough "partners" still existed to have a cohesive conversation with a common background and history to warrant the use of this technology. The assumption that there was still a core group left proved unfounded. Only six of the original group of stakeholders were still either in the same organization or responded with interest in participating in the conversation at this time. - Put energy into exploring School Bus Grant as a case study of how to engage and connect with new partners around a specific and real opportunity.	N/A -Not initiated as the core group that would have used it no longer existed. - See School Bus Grant in Phase 3

Maintain a growing contact list of individuals and organizations interested in VCVC and greening Vermont's transportation system (**VCVC Drivers**).	Provide a full list of Contacts with information on connection and email and other contact information..	- See *Parners and Potential partners Appendix and* - *Excel spreadsheet of interested parties*
Host Partners meeting in late May to early June to review and possibly revise or clarify VCVC mission; assess current organizational structure (free standing entity, contracted project of state agency, project of existing organization) discuss interim process for adding new partners; define program priorities for next 3-5 years; determine funding goals for immediate, short term and long-term; brainstorm potential new partners based on mission and priorities; and lay groundwork for Partner ownership of VCVC and broadening funding partnerships and in-kind contributions from Partners. Glenn McRae will facilitate this meeting	- Meetings for a variety of reasons were deferred until early August. Meetings were held on August 3 in Burlington and August 4 in White River Junction to maximize the potential for statewide participation. See notes in Appendix for summaries. Conclusions and data drawn from key questions used to support the final recommendations.	-Completed -See *Focus Group Summaries*
Within three weeks of the Partners meeting, distribute electronically a draft of organizational description for Partner input. (One page organizational description with mission and organizational priorities. A short expansion of the Briefing on other Clean Cities projects and the applicability of their success factors to Vermont,	- Since there are really only "potential" partners, and interested player, and not a revived or interested set of groups with a shared history, we redesigned the Partners meeting to be a focus group meeting. The next step we felt appropriate was to discuss the organizational descriptors and ideas for structure recommendations with the	- Completed Email out a think piece and set up conversation along with survey of interested parties. In process.

including debriefing by any Partner attending the Clean Cities Conference.)	Interagency partners and then determine how best distribute it to former Partners and the growing list of interested participants. Our meeting with the Interagency Steering Committee was delayed by schedule conflicts and was held September 30.	
Facilitate a two-week virtual conversation with Partners on organizational description and mission.	As noted above in the "blog" and other possible conversations with "partners," all of these tasks were designed around a faulty assumption that there was still a cohesive group of former "partners" that could be brought together. All of the work in this project has been on looking for common links with new sets of possible partners.	- Completed Using interested parties, initiated a list serve conversation for two plus weeks. Results in Appendix.
Mid-Project check-in with inter-agency steering committee	We have remained in contact with the inter-agency steering committee through Kelly Launder. Its members have been participating in the visioning and focus group meetings and reviewing the monthly updates. September 30th was set as the date for the mid-project review, and was used as the time to agree to tasks to complete this contract.	Sept. 30
Develop an outline of a 2-3 year strategic program plan based on historical research, Partner interviews and visioning, and networking with Clean Cities designees.		See Conclusions & Recommendations section
E-mail/mail announcement to VCVC Drivers	"Think Piece" was prepared for interested parties	Distributed in late October and used to initiated listserve conversation

Phase (3): Designing the Roadmap for an Effective and Self-Sustaining VCVC		
Engage current Partners in cultivating new potential partners. A set of supporting tools will be available to facilitate peer-to-peer conversations for attracting new members to actively invest in the coalition.	-Suggested based on the assumption that enough "partners" still existed to have a cohesive conversation with a common background and history to warrant the use of this technology. The assumption that there was still a core group left proved unfounded. Instead used School Bus Grant to test building a partner group based on a specific funding opportunity	-N/A -See School Bus Grant as substitute activity. This process will be incorporated into final plan.
Explore organizational structure and funding mechanisms of effective, self-sustaining organizations in Vermont.	Focus group discussions provided input to both organizational structure and innovative funding. Further input solicited from Interested parties.	-survey of interested parties and survey. - See summaries of Visionary and Focus group meetings
Reconnect with previous funders to introduce revitalized VCVC and obtain update on current funding priorities and critical evaluation criteria.	US DOE still considers Vermont active in the Clean Cities program; Interagencies have repeatedly stated not to look for on-going funds from them; most of the other funding was acquired specifically for the designation ceremony; ANR provided significant support by housing the program. Premature to hold funder discussion until the priorities/work plan of the organization are determined.	Incorporate activity based on new information into the next workplan Many traditional funding opportunities are out there (e.g. School Bus grant) which should to be combined with innovative financing mechanisms
Create templates for grant, sponsorship and investment funding for Partner input.	School Bus Grant	- Completed - See School Bus Grant application

Explore with Partners different ways of enhancing the coalition partnership – both drawing down funding for its program work and supporting it organizationally.	This was incorporated into Focus Group conversations, interviews and other ongoing conversations, and contributed to the final recommendations.	-See Summaries of Focus Group Meetings -Directly explored with interested parties in survey, think piece & listserve
Develop a list of potential funding opportunities, identifying funding priorities, range of award, funding process, match requirements, and deadline.	Proposal requirements are grant dependent and therefore not available for many grants. The Clean Transportation Funding information describes current and past funding programs to enable VCVC to continue to refer to and watch for these potential funding sources in the future	- Completed -Specific information -See *Clean Transportation Funding* -Appendix IX of Final Report
Identify options for potential hosting of VCVC by an organization or institution.		See Conclusions and Recommendations
Convene a meeting in September or October of current and potential partners to review at least two funding opportunities appropriate for identified program priorities and operational budget for VCVC for two years. Review annotated outline of strategic organizational and sustainable funding plan with Partners. Glenn McRae will facilitate this meeting.	- Invite group for final review of project and findings, and explanation of next steps and RFP	Inter-agency Steering Committee opted to draft RFP after receipt of final report. Limited reasons to host meeting without RFP. Communication via e-mailing of Think Piece, questionnaire and listserve. Incorporated into Final Report.
Develop a plan for securing funds and in-kind partner contributions to meet two years of financial support.		See Conclusions and Recommendations
Determine staffing needs and how these will be filled		See Conclusions & Recommendations
Complete strategic organizational and sustainable funding plan and deliver by December 1, 2005		Completed

APPENDIX II. A.

Department of Energy's Clean Cities Program

Background (summarized from Clean Cities website):

The mission of DOE's Clean Cities Program is to advance the nation's economic, environmental, and energy security by supporting local decisions to adopt practices that contribute to the reduction of petroleum consumption. Clean Cities carries out this mission through a network of more than 80 volunteer coalitions, which develop public/private partnerships to promote alternative fuels and vehicles, fuel blends, fuel economy, hybrid vehicles, and idle reduction. Clean Cities is part of the Office of Energy Efficiency and Renewable Energy's Weatherization and Intergovernmental Program. www.eere.energy.gov/cleancities/

The portfolio of technologies Clean Cities focuses on to displace petroleum are:

1. expanding local alternative fuel vehicles (AFV) and alternative fuel infrastructure markets
2. increasing the use of idle reduction technologies and practices
3. increasing the use of blends (alternative fuel petro-based fuel blends)
4. expanding hybrid vehicle marketes
5. encouraging fuel economy practices

Designation as a Clean City (or Clean State in the case of Vermont) signifies approval of the coalition's strategic program plan which Vermont completed in 2001. After designation, it is the responsibility of the coalition to accomplish the five year goals laid out in the strategic plan.

Clean Cities is a community-based, voluntary program that provides a framework for local businesses and governments to work together as a coalition to build on the community's existing alternative fuel market. The portfolio of Clean Cities technologies was expanded in 2004 to include idle reduction, blends, hybrids and fuel economy.

Clean Cities recognizes alternative fuels identified by EPAct (Energy Policy Act of 1992):

Biodiesel	Electricity	Ethanol
Methanol	Natural Gas	Hydrogen

Liquid Fuel Made from Domestic Natural Gas
Liquid Petroleum Gas (Propane)
P-series blends

Why become (remain) part of the Clean Cities Program?
-networking
-regional office support
-annual conference, regional meetings
-eligibility for special competitive funding opportunities
Designated Clean Cities Coalitions are eligible to compete for funds under DOE's State Energy Program Special Projects grants.

What can a coalition do?

- Increase local/national AFV, idle reduction, blend and hybrid markets by increasing nationwide demand, helping auto manufacturers meet the challenge to develop market-driven products
- Educate the public and encourage fuel economy practices
- Expand the alternative fuel refueling and service infrastructure as the AFV market expands
- Expand the use of blended fuels
- Support regulated fleets to meet EPAct AFV purchases (not relevant in VT at this time)
- Create jobs and commercial opportunities to support AFV, hybrid and idle reduction technologies, products, fuel production, infrastructure development, and service industry career opportunities
- Reduce transportation vehicle emissions
- Increase public awareness of the benefits of Clean Cities technologies
- Expand fuel choices to allow each community to choose the alternative fuels that best serve the local economy, residents and businesses
- Expand the use of idle reduction technologies and practices
- Develop "clean corridors" to provide alternative refueling stations for interstate transportation
- Comply with legislation and regulations (www.eere.energy.gov/cleancities/incen_laws.html)

After designation as a Clean City—Expectations
Complete annual questionnaire highlighting accomplishments and send to DOE.
Regularly update Regional Officer throughout the year
Attend regional meetings
Strive to attend annual conference

Memorandum of Understanding between DOE and Signatories (coalition members) includes commitments to:

- purchase AFV and build infrastructure
- purchase and increase the use of idle reduction technologies
- purchase hybrid vehicles
- increase use of blends
- increase fuel economy practices

Every five years, stakeholders renew commitments and coalition updates goals/strategic plan.

DOE requests that a number of AFVs be on the road prior to designation plus an adequate number of refueling stations to service AFVs. The guidelines are determined by the population that the coalition serves.

Populations< 100,000	100 AFVs
Populations 100,000-499,000	100 AFVs per 100,000 people plus 10 additional AFVs for each incremental 10,000 individuals
Populations >500,000	500 AFVs

AFVs must use alternative fuel and be registered "street legal" -- able to operate on the highway – to be counted. Forklifts, tractors, electric bicycles can not be counted; nor can hybrid vehicles though DOE wants to know about them for fuel displacement analysis.

Each of the following goals must be addressed in the program plan:

A. Increase the number of AFVs on the road in Vermont by 17% annually
B. Increase the number of alternative fueling/recharging stations to support the growth of AFVs – include stakeholder specific commitments
C. Recruit new stakeholders – increase private fleet participation
D. Promote incentives to increase the use of alternative fuel
E. Communicate Clean Cities messages to the public
F. Raise funds to become self-sustaining within five years
G. Educate policy members about the benefits of AFVs, idle reduction technology, hybrids, blends and fuel economy, and the Clean Cities Program

Neighboring State Clean City Models

Maine Clean Communities (MC^2)
Housed within the Greater Portland Council of Governments (regional planning agency)
Staffed by the transit planner who devotes ¼- ½ of his time to Clean Cities depending on funding
Every other year they have been able to get a nominal amount of Clean Cities money
Use State Energy Plan (SEP) money to leverage other money including planning funds from the Metropolitan Planning Organization and Federal Transit funds
No dues from its members – this would kill the organization
Interest comes from air quality, not energy independence
Intangible benefits being part of Clean Cities group but funding is very limited ($4-6M for 80 coalitions)

New Hampshire Clean State Coalition
Housed within Department of Environmental Services
Feels advantageous not to be constrained by non-profit "rules" and there is no Board of Directors
Approximately 55 stakeholders; quarterly meetings; new joiners tend to be interested in biodiesel
Received Congestion, Mitigation, Air Quality (CMAQ) funds and some other federal money to run a project that will offset the incremental cost of AFVs and infrastructure.

Other Examples of active Clean Cities Coalitions
Centralina (North Carolina) Clean Fuels Coalition is a local effort of the Centralina Council of Governments (CCOG), a state designated regional planning agency of 9 counties, 1.5 million people and 672 AFVs (approx. 2002 designation kick-off) Staffed part-time by 2 planners from CCOG at approximately 0.7 FTE. Also partially funded by the NC State Energy Office.

Greater Lansing Area Clean Cities Coalition in FY03 and FY04 was funded by the City of Lansing and with grant assistance from the State Energy Office to hire a contracted coordinator. Membership fees would be considered at the end of the funding period to continue to support the coalition.

Central Ohio Clean Fuels Coalition (COCFC) is a non-profit organization formed in 2002 and based at Ohio State University's Center for Automotive Research. Major funders include Ohio Air Quality Development Authority; Ohio Environmental Education Fund; Ohio Corn Market Program; Ohio Soybean Council; and US DOE's Clean Cities. They have a strong set of programs and activities providing stakeholders with information transfer. www.cocfc.org

East Tennessee Clean Fuels Coalition (ETCFC) is a 501 (c) 3 with membership fees ranging from $25-$4000. Founding partners include Oak Ridge National Laboratory; Energy, Environment and Resources Center; Sevier Transportation Board. Platinum Partners include Knoxville Utilities Board; Eastman; AAA of East Tennessee. The Coordinator supports work of the three working committees.

Puget Sound Clean Cities Coalition is a public/private partnership with membership fees ranging from $35-$250. Coalition leadership comes from: City of Seattle, City of Takoma, King County, Pacific Functional Fluids, Pierce Transit, Port of Seattle, Prometheus Energy Company, Puget Sound Clean Air Agency, Puget Sound Energy, EPA, US General Services Administration, University of Washington, Washington State Department of Ecology, Washington State University Energy Program.

APPENDIX II.B.

Vermont Clean Vehicles Coalition Background Briefing

Mission Statement
The Vermont Clean Vehicles Coalition (VCVC) was established to improve Vermont's air quality and energy independence by increasing the number of alternative fueled vehicles in Vermont. VCVC works to increase AFV numbers, infrastructure, and AFV-supportive policy.

Background
The decision to establish the Vermont Clean Vehicles Coalition was the result of discussions between EVermont and the Vermont Agency of Transportation (VTrans) about broadening the outreach and opportunities for alternatively fueled vehicles in Vermont. Since 1993, EVermont had been developing electric vehicle infrastructure and was recognizing the need to expand to other clean vehicle technologies and fuels. VTrans investigated DOE's Clean Cities program as a framework for this expansion. The Burlington DPW had contacted the DOE Clean Cities program in the late 90's but determined it did not have enough resources to manage the Clean Cities program on their own. DOE was willing to consider a statewide application from Vermont as a Clean State Designation rather than a Clean City.

Clean Cities is a program of the U.S. Department of Energy, designed to expand the use of alternative transportation fuels through its nation-wide network of partner cities, regions, and states. It is a voluntary, locally-based, government/industry partnership designed to accelerate the use of alternative fuel vehicles (AFVs) and build a local alternative fueling infrastructure. There are currently more than 80 volunteer coalitions throughout the U.S.

Vermont celebrated its Clean City/Clean State designation in June 2001 in Burlington. VCVC partners included:

Alliance for Climate Action	Leonard's Gas	VT Department of Public Service
American Lung Association	Middlebury College	VT Energy Investment Corp.
Burlington Electric Department	Schwan's Sales Enterprises	VT Gas Systems
Central Vermont Public Service	Stevens Propane	VT Propane Gas Association
City of Burlington	Suburban Propane	VT Technical College
EVermont	University of Vermont	VT Yankee
Green Mountain Power	VT Agency of Natural Resources	Village of Enosburg Falls
Koffee Kup Bakery	VT Agency of Transportation	

Basis of Founding VCVC

Original Partners in VCVC have identified numerous reasons for establishing the Vermont Clean Vehicles Coalition including:

- The need to build on E-Vermont's successes
- The importance of remaining in attainment of ambient air quality standards under the Federal Clean Air Act and related amendments by focusing on reducing vehicle emissions which are the primary source of air pollution in Vermont
- The access to additional funding sources for clean vehicles and infrastructure through the Clean Cities program
- The opportunity to support the New England Governors and Eastern Canadian Premiers in their regional Climate Action Plan to reduce greenhouse gases

Supporting Data

Based on adjusted regional energy use projections from the US Energy Information Administration, VT's direct (non-electric) emissions of carbon dioxide could increase by as much as 25% over the next two decades, with much of the increase taking place in the transportation sector. (p. 6)

In 2001, the governors of the six New England states and their peers in eastern Canada agreed to adopt a ground-breaking regional commitment to reduce the region's commitment to global warming. (p. 10)

In 2000, the transportation sector was responsible for approximately 57 percent of Vermont's direct carbon dioxide emissions (those resulting from non-electric sources) (p. 14)

Transportation is the fastest growing source increasing 23% between 1990-2000. Light-duty vehicles are by far the largest source of transportation sector carbon dioxide emissions, responsible for about ¾'s of Vermont transportation emissions. (p. 22)

A Blueprint for Action VPIRG and Education Fund

Total Vermont energy use after 1976 first decreased and then increased; however, these trends occurred at different rates in the transportation, residential, commercial, and industrial sectors. Assuming a "business-as-usual" scenario, base forecasts for energy consumption indicate that total energy use is expected to increase 54% between 1990 and 2015, largely from growth in transportation energy use due to increased vehicle miles traveled and dispersed land use patterns and projected growth in commercial and industrial energy use. Within the residential sector, transportation and space heating end uses utilized similar amounts of energy through the early 1990's. However, the gap is widening between the two, with residential transportation energy expected to increase by 62%, while space heating use increases by only 4% between 1990 and 2015. Homes are becoming increasingly more efficient, but automobiles are not. Transportation is also the commercial sector's fastest growing end use, which may climb 72% between 1990 and 2015. (p.2)

Southern Windsor County Regional Plan 2003
referencing data from VT DPS *Fueling Vermont's Future* (1998)

Historical Timeline of Clean Vehicles Initiatives in Vermont 1993-2005

1993	• EVermont established by VT Governor Howard Dean to test & demonstrate electric vehicle technology. Richard Watts hired as Project Director.
1994	• Vermont Electric Vehicle Demonstration Project Grant received from Department of Defense's Advanced Research Projects Agency (DARPA) with support from the region's Northeast Alternative Vehicle Consortium (NAVC). EVermont purchased 8 electric vehicles and one solar recharge station.
1995	• EVermont focused on cold weather vehicle fleet testing. • EVermont added 5 Solectria Force sedans to the Electric Vehicle Demonstration Fleet.
1996	• EVermont received funding from NAVC and DARPA for a third and fourth research project. • One new vehicle, a Solectria Force with Nickel Metal Hydride (NIMH) batteries, was added to the fleet. EVermont testing programs assisted in adding electric vehicles to fleets in NJ, NY, and ME.
1998	• EVermont Lease Program launched supporting the lease of electric vehicles to Vermont individuals and companies. • AOT EV Municipal Program – VT AOT, Vermont Local Roads Program, VT League of Cities and Towns and EVermont teamed up to offer Ford Ranger electric pick-up trucks to qualifying municipalities. • EVermont tested electric General Motors trucks for the US Air Force. • EVermont provided oversight for an electric bus, first acquired by Chittenden County Transit Authority in 1997.
1999	• State of Vermont leased a Honda EV Plus from American Honda Motor Co. • VTrans attends Clean Cities Conference in Louisville to explore possibility of applying for Clean Cities designation.
2000	• Vermont Clean Cities/Clean State Coalition (VCVC) established in January 2000 to identify and expand the AFV market in VT. Founding members included the Vermont Agency of Transportation (VTrans), the Vermont Department of Public Service (DPS), the Vermont Agency of Natural Resources (ANR), Vermont Gas Systems, Inc. (VGS), Burlington Electric Department (BED), Middlebury College, and the Advanced Vehicle Technology and Demonstration Project (EVermont). EVermont was selected to coordinate the designation process and develop VCVC's strategic plan and Karen Songhurst from VTrans served as the Clean Cities Coordinator. • Development of AFV incentive legislation • Hosting Fleet Managers Meeting after surveying 700+ fleet managers • Monthly meetings of VCVC and development of application and five year Clean Cities Program Plan.

	• Chittenden County Metropolitan Planning Organization establishes a fuel vehicle lease program for Chittenden County with assistance from EVermont and VCVC.
2001	• Vermont receives Clean State Designation and shifts into implementation of Clean Cities Program Plan. • EVermont receives a Federal earmark from the Federal Transit Administration's Office of Research, Demonstration and Innovation to place 15-20 electric vehicles in transit applications statewide and to continue testing and demonstration of cold-weather transit use of light-duty vehicles. • Erin Russell hired as Clean Cities Coordinator. Support for the program by VTrans, DPS, and ANR via dedication of staff time, matching funds, and office facilities for program start-up.
2002	• VT AFV Showcase sponsored by VCVC in Rutland featuring vehicles fueled by electricity, natural gas, propane and biodiesel • Hosted the 2002 Northeast Region Clean Cities Coordinators' conference
2003	• Partnered with Green Mountain Institute for Democracy in soliciting proposals for Global Electric MotorCars (GEM) donations.
2005	• Hired the Snelling Center for Government to facilitate a process and plan for re-organization of the Vermont Clean Vehicles Coalition in some form. • Submittal of proposal to EPA's Clean School Bus USA program on behalf of two supervisory unions, one academic institution, and several not-for-profit organizations.

APPENDIX II.C.
CLEAN CITIES ORGANIZATIONS STRUCTURE IN THE NORTHEAST REGION

1. Maine: Part-time coordinator (30-50% of their time), that works for local council of governments (Greater Portland COG). The coalition has an Executive committee and ad hoc committee, when required. Stakeholder meetings are held bi-monthly.
2. Granite State: Part-time coordinator (20-40% of their time), that works for State Department of Environmental Services. The coalition has an Executive Committee and ad hoc committees, when required. Stakeholder meetings are held quarterly.
3. Massachusetts: Part-time Coordinator (50-75% of their time) that works for State Energy Office. No real committee structure. Ad hoc committees are formed, when required. Stakeholder meetings are held monthly.
4. Rhode Island: Part-time coordinator (2-5% of their time) that works for local municipality. The coalition has an Executive committee and ad hoc committees are formed, when required. Stakeholder meetings are held bi-monthly.
5. Norwich: Part-time coordinator (30-50% of their time) that works for local municipal utility. No real committee structure. Stakeholder meetings are held quarterly.
6. New Haven: Part-time coordinator (40-70% of their time) that works for local car dealership and freelances. No real committee structure. Stakeholder meetings are not on any set schedule but will hold 2-4 per year.
7. Hartford: part-time coordinator (3-5% of their time) that works for a gas utility. The coalition has an executive committee. Stakeholder meetings are infrequent (1 or 2 per year).
8. SW CT: Part-time coordinator (10-30% of their time) that works as a municipal Public Works Director. No real committee structure. Stakeholder meetings are not on any set schedule but will hold 4-6 per year (more project specific based as opposed to general stakeholder.)
9. Long Island: Full-time coordinator (100% of their time) housed in local environmental non-profit. Coalition has board of directors and several committees. Stakeholder meetings are not on any set schedule but will hold 2-4 per year.
10. New York City: Part-time coordinator (10-30% of their time) that works for the city department of transportation's alt fuels program. Has an active marketing committee that meets every other month. General stakeholder meetings are held infrequently.
11. Albany: Part-time coordinator (20-50% of their time) that works for the local metropolitan planning organization (MPO). No real committee structure. Stakeholder meetings are held quarterly.
12. Syracuse: part-time coordinator (20-50% of their time) that works for the local metropolitan planning organization (MPO) and community college. No real committee structure. Stakeholder meetings are held infrequently (1-2 per year).
13. Rochester: Full-time coordinator (100% of their time) that is retired. Coalition has an executive committee with officers and has bi-monthly stakeholder meetings.
14. Buffalo: Full-time coordinator (100% of their time) who is self-employed. Coalition has an executive committee with officers and has bi-monthly stakeholder meetings.

APPENDIX III

Partners and Potential Partners *(an electronic data base with contact information is being provided separately - See Excel sheet)*

Interviews:

Deb Sachs- Alliance for Climate Action
Tom Buckley- Burlington Electric Department
Mary Sullivan – Burlington Electric Department
Eileen Simollardes—Vermont Gas
Dan Bradley – Burlington Public Works Department
Mike Scarpino- US DOE Clean Cities, Northeast Region
Ken Jones – Green Mountain Institute
Beth Sachs – Vermont Energy Investment Corporation/ Efficiency Vermont
Tom Horn – Quebec Labrador Foundation
Richard Watts – EVermont (formerly)
Karen Songhurst – Agency of Transportation
Peter Keating – Chittenden County Metropolitan Planning Organization
Shane Sweet – VT Fuel Dealers Association
John Kassel - EVermont
Jack Byrne – EVermont
Gioia Thompson – UVM
John Sayles – Agency of Natural Resources
Tom Moye- Agency of Natural Resources
David Love- Agency of Natural Resources
Kerrick Johnson – Central Vermont Public Service
Steve Terry- Green Mountain Power Corporation
Gina Campoli – Agency of Transportation

Other Interviews relevant to historical documentation and future visioning
Andy Perchlik – Renewable Energy Vermont
Netaka White – Vermont Biodiesel Association
Paul Cameron – Brattleboro Climate Protection
Carol Levin – Guilford Elementary School (former School Board member)
Ed Delhagen – Vermont Sustainable Jobs Fund
Dave Kestenbaum – VT Tourism Data Center

Becky Ohler – NH Department of Environmental Services
Steve Linnell – Greater Portland Metropolitan Planning Organization

Representatives of 2001 Stakeholders successfully reached

DPS	– Kelly Launder*, Erin Bralich*, Chris Owen*
ANR	– Harold Garabedian, Dick Valentinetti, John Sayles *, Tom Moye, David Love, Marci Young*
AOT	- Karen Songhurst, Gina Campoli*
Burlington, City	- Dan Bradley
CVPS	- Kerrick Johnson*
UVM	- Gioia Thompson*, Bob Penniman
Middlebury College	– Connie Leach Bisson*
Village of Enosburg	– New town manager (was not contacted)
Burlington Electric Department	– Tom Buckley, Mary Sullivan, Ron Manganiello
American Lung	- John Cronin*
EVermont	– Erin Russell-Story (former staff), Jack Byrne*, John Kassel
VEIC	- Beth Sachs
Alliance for Climate Action	- Deb Sachs
DOE	– Mike Scarpino

(* asterisks indicates new representative since 2001 designation ceremony)
New contact not identified: Leonards Gas, Koffee Cup Bakery, Suburban Propane, Schwan Sales, Heritage Ford/Toyota, Stevens Gas, VTC, Vermont Yankee, Vermont Propane

Clean Slate Meeting on Visioning

Gary Flomenhoft* -UVM/Gund Institute
Ellen McCulloch-Lovell – President of Marlboro College
William Maclay - Architect/Planner
David Sharpe*- Representative and Educator
Charles Lief – Greystone Foundation
Tom Adler- Resource Systems Group
Melissa Hoffman* – Fdn for a Sustainable Future
Beth Humstone – Inst. for Sustainable Communities
Bill McKibben – Environmental Scholar/author
Doug Racine – Vermont politician/ car dealership
Curtis Ventriss – UVM Rubenstein School
Miro Weinberger – The Hartland Group
Thomas Hand* – Middlebury student
Peter Keating*- Chittenden County MPO
Gioia Thompson* – UVM Environmental Coord.
(Asterisks indicates attended visioning session)

Partner's Focus Group

Attending Burlington:

Gina Campoli	Agency of Transportation
Erin Bralich	Department of Public Service
Kelly Launder	Department of Public Service
Greg Strong	Vermont Sustainable Jobs Fund
Peter Keating	Chittenden County MPO
Greg Pahl	Vermont Biofuels Association
Laura Pagliarulo	Vermont Energy Investment Corp
Marci Young	Agency of Natural Resources
John Cronin	American Lung Assoc of VT
Mike Scarpino	US Department of Energy
Tom Moye	Agency of Natural Resources
Deb Sachs	Alliance for Climate Action
Karen Songhurst	Agency of Transportation
Dave Sharpe	VT Representative

Attending White River Junction:

Bob Walker	Sustainable Energy Resource Group
David Allen	Casella Waste Management
Michael Ricci	Windham Northeast Supervisory Union
Clay Adams	Resource Systems Group
Netaka White	Vermont Biofuels Association
Erin Russell-Story	Transportation/Energy consultant
Jack Byrne	EVermont
Colin High	Resource Systems Group
Greg Nazarow	Upper Valley Transport. Mgmt Assoc.

Interested Stakeholders (unable to attend**)**:

Pat Crocker	VT Public Transportation Assoc
Thomas Hand	Middlebury College student
Chris Lyons	Central VT Public Service
Paul Cameron	Brattleboro Climate Protection
Dave Kestenbaum	VT Tourism Data Center
Tom Horn	Quebec Labrador Foundation
Bob Penniman	Chittenden Area Transp Mgmt Assoc
Ed Delhagen	Vermont Sustainable Jobs Fund
Andy Perchlik	Renewable Energy Vermont
Phil Girton	EVermont
Dave Libby	IBM
Shane Sweet	VT Petroleum Dealers
Rebecca Town	Green Mountain Power
Tom Buckley	Burlington Electric
Mary Sullivan	Burlington Electric

Beth Sachs	VT Energy Investment Corp.
Tom Adler	Resource Systems Group
Bill McKibben	Middlebury College, author
Dan Bradley	Burlington Public Works
Gioia Thompson	University of Vermont
Katherine Decarreau	University of Vermont
Mike Altmann	University of Vermont
Dick Valentinett	Agency of Natural Resources
Harald Garabedian	Agency of Natural Resources
Joe Fusco	Casella Waste Systems
Gary Simmons	Casella Waste Systems

School Bus Grant Partners

John Gagnon – Principal of Guilford School
Carol Levin – Former School Board member, Guilford School
Dave Emond- Guilford School Board chair
Judy Deschaine – Guilford School Board
Daniel Zumbruski – Town of Guilford
Lauren Poster – Marlboro School
Michael Ricci – Business Manager, Windham Northeast Supervisory Union
Mac Jones – Facilities, Windham Northeast Supervisory Union
Ames Byrd – Norwich Town Energy Coordinator
Lee Sease – Addison Central Supervisory Union Superintendent
Linda Taranto – Addison Central Supervisory Union
Bob Desrosiers – Bet-cha Transit
Don Kirby – Bet-cha Transit
Kevin Zuber – Bethel School District
Melinda Treadwell – Keene State College
John Aubin – Dresden Interstate School District Business Manager
Raymond Staskus- First Student (bus company for Harwood Union H.S.)
Fran Blair—Bus driver for Warren School
Andreas Lehner – Warren School principal
Steve Miracle- EVermont
Charlotte Dayton – Otter Valley Union High School – Rutland NW Supervisory Union
Maggie Ryan – Weybridge Elementary Board Chair
David Love - ANR

APPENDIX IV

Interviews – Current and past staff and Board members of EVermont
VCVC partners

A series of both formal and informal interview were held to identify what partners were still active and available to support this work and to gather information both of historical importance and to begin to engage people in a new conversation. The comments and ideas from the initial interviews and conversations are included in a variety of Appendices including that on the history and background of VCVC.

VCVC Initial Contact Question Set

1. ***Why did your organization/institution/business join VCVC?***
   Member of EVermont Board, had participated in earlier discussions with City of Burlington in becoming a Clean City. Recognized the need and benefit of a statewide effort and praised Karen Songhurst/AOT's commitment for moving this forward. Several staff members had interest in clean vehicles.
   Small company, limited resources.
   Heard there might be funding – wanted to stay at the table
   Had a natural gas school bus
   Company CEO was on the EVermont Board
   Largest vehicle owner in the area, could influence the purchases of others
   Don't want to be an R&D site – need someone else to do that so they can then choose vehicles for a functional fleet
   Bring solutions back to own organization
   Felt organization could make a contribution in priorities of VCVC
   Wanted to visibly promote alternative transportation, better use of transportation

2. ***What benefits did the Coalition provide?***
   Conferences – chances to meet other Clean Cities
   Connection to national network
   Could have been benefits, but there wasn't
   Too much effort just achieving the designation
   Role of obligations and responsibilities in being a member not clear
   Didn't see info exchange
   Assisted in finding funding for specific project
   Federal earmark partnership
   Testing program of different AFVs
   Networking was the most important role
   Appreciated the emails and listserve, and periodic newsletter updates
   GEM project served as a catalyst that got more people interested Committees did not work
   GEMS project was a good experiment; learned they could not be replacement vehicle due to climate issues and roads unfriendly for slower vehicle

3. ***Since VCVC has been inactive, what have you missed most? (What did you value most about the Coalition?)***
   coalition building (propane dealers, state agencies, VT gas all in the same room)
   sense that at State level there was an interest in alternative energy
   Excitement about the potential… unfortunate that after build up of momentum it disappeared.
   Technical help with a bidding process for AFV technology
   Networking
   Missing link in climate change picture
   Information and ideas from other Clean Cities success stories

4. ***What's different now that would lead to a new type of Coalition that could benefit you?***
   Goals for reducing CO2 in Burlington
   Tougher financially to stay involved or commit a lot of staff time to it
   Less likely to establish false expectations
   Need to look at private sector to support self interests with dollars
   Find project focus and build enthusiasm
   Need good definition of what counts as a clean vehicle
   Energy prices are high, timing is opportune
   UVM purchasing CNG buses; Parks & Rec operates CNG van
   Interest in AFVs for heavy duty vehicles
   biodiesel
   Climate change issues in newspaper daily
   More businesses interested in doing their part
   Some leadership by the state – biodiesel, procurement of hybrids
   Interest by greater potential partner group for greater stability

5. ***What are your needs related to clean or AFVs?***
   They have one natural gas vehicle used by their staff
   Help identify who else might be interested in using CNG (taxis, post office)
   Weather concerns with biodiesel
   Oppt to develop as many alternatives as possible
   Limited resources have been focused on AFVs
   Fuel, infrastructure, fleet opportunities
   Statewide webpage with procurement information to benefit communities and fleets
   Leveraging dollars and collaborative projects
   Access to information on who is doing complementary work

6. ***Where's the growth potential in alternatively fueled vehicles in Vermont?***
   Hydrogen project
   Compressed Natural gas fast fill
   Limited natural gas refueling infrastructure -- need to focus on building localized

fleets in areas where it is available
Build up own fleets with AFV – help determine what vehicles might be available
Help break down barriers to get AFVs in the marketplace (competitively)
School bus idling (parent's vehicle idling)
Building capacity – need funding for this
Identify what's available now and focus on saturating these markets (biodiesel, hybrids within fleets, bulk purchase of GEMS for certain uses)
Work with CCMPO to incorporate VCVC agenda into funding opportunities through MPO

7. ***VISION***
   Have Alliance for Climate Action head this coalition
   Make links to global warming – 37% related to transportation
   Link to health – air quality, economic development
   Need to build self-sufficiency outside of state government
   Is there any FAA funds to site CNG fast fill site at airport
   Talk with businesses – what would it really take to do something different
   Need to develop synergy between groups in Vermont (form a Vermont Sustainable Energy Collective) that might share staff and overhead
   Incentive funds to cover incremental costs for biodiesel, hybrid vehicles, etc. to enable municipalities to make these purchases.
   Develop strategic partnerships

8. ***Others who might be interested in joining VCVC?***
   UPS
   CCTA
   UVM (Transportation office)
   Public Fleets at area towns
   CCMPO
   Most of the private interest in VCVC in the past were suppliers and the state there from the policy end. Need to have more fleet/users present.
   Post office
   IBM
   Tour bus companies
   School districts (school bus fleets)
   Waste haulers
   Farmers – equipment/vehicles

VCVC Potential Utility – Thoughts from Partners

- Assist State and others in meeting carbon reduction goals
- Provide advocacy for AFV's as a counterpoint to the status quo
- Focus mission on clean vehicles & infrastructure
- Build excitement

- Enlarge the network through further coalition building (fleet managers, fuel dealers, consumers, state agencies, car dealers, private sector, delivery vehicle businesses, public transit agencies, school bus operators)
- Highlight funding sources and facilitate proposals and partnerships to maximize benefits
- Provide technical assistance and build in-state expertise
- Share information and ideas from other Clean Cities (success stories)
- Build capacity
- Promote technologies currently available and how to access them

Interviews:

Deb Sachs- Alliance for Climate Action
Tom Buckley- Burlington Electric Department
Mary Sullivan – Burlington Electric Department
Eileen Simollardes—Vermont Gas
Dan Bradley – Burlington Public Works Department
Mike Scarpino- US DOE Clean Cities, Northeast Region
Ken Jones – Green Mountain Institute
Beth Sachs – Vermont Energy Investment Corporation/ Efficiency Vermont
Tom Horn – Quebec Labrador Foundation
Richard Watts – EVermont (formerly)
Karen Songhurst – Agency of Transportation
Peter Keating – Chittenden County Metropolitan Planning Organization
Shane Sweet – VT Fuel Dealers Association
John Kassel - EVermont
Jack Byrne – EVermont
Gioia Thompson – UVM
John Sayles – Agency of Natural Resources
Tom Moye- Agency of Natural Resources
David Love- Agency of Natural Resources
Kerrick Johnson – Central Vermont Public Service
Steve Terry- Green Mountain Power Corporation
Gina Campoli – Agency of Transportation

Other Interviews relevant to historical documentation and future visioning
Andy Perchlik – Renewable Energy Vermont
Netaka White – Vermont Biodiesel Association
Paul Cameron – Brattleboro Climate Protection
Carol Levin – Guilford Elementary School (former School Board member)
Ed Delhagen – Vermont Sustainable Jobs Fund
Dave Kestenbaum – VT Tourism Data Center
Becky Ohler – NH Department of Environmental Services
Steve Linnell – Greater Portland Metropolitan Planning Organization

APPENDIX V

VCVC Visioning Meeting
June 3, 2005 at the Snelling Center for Government

PARTICIPANTS:

Gary Flomenhoft* -UVM/Gund Institute	- gary.flo@uvm.edu
David Sharpe*- Representative and Educator	- dsharpe@leg.state.vt.us
Melissa Hoffman* – Fdn for a Sustainable Future	- mhoffman@wie.org
Thomas Hand* – Middlebury student	- thand@middlebury.edu
Peter Keating*- Chittenden County MPO	- pkeating@ccmpo.org
Gioia Thompson* – UVM Environmental Coord.	-environmental.council@uvm.edu

Interested by not available to participate:
Ellen McCulloch-Lovell – President of Marlboro
William Maclay - Architect/Planner
Charles Lief – Greystone Foundation
Tom Adler- Resource Systems Group
Beth Humstone – Inst. for Sustainable Communities
Bill McKibben – Environmental Scholar/author
Doug Racine – Vermont politician/ car dealership
Curtis Ventriss – UVM Rubenstein School
Miro Weinberger – The Hartland Group
(Asterisks indicates attended visioning session)

Purpose and questions:
We are inviting a few of our colleagues to gather in Montpelier on Friday, June 3rd to assist us in envisioning a transportation system based on more efficient techno logy, cleaner fuels, and new patterns of mobility behavior. We believe it will be a lively and fun discussion, and one that is critical for Vermont. Lunch will be provided.

How should Vermont's transportation system evolve over the next fifty years?

The meeting will be moderated so that we productively explore a variety of angles on how best to support such a vision — identifying areas that ultimately should be the foundations and early priorities of an organization focusing on clean transportation in Vermont.

Vision descriptors of future
VT Clean Transportation System

Fun	Convenient
Clean	Non-fossil fuel based
Equitable	Accessible
Respects natural and cultural landscape	Net positive
Healthy **	Social
Safe	Fast
Diverse options	Comfortable
Seamless	Control

Things to Address

Vehicles – Efficiency; Fuel
Commuting
Tourism/Recreation
Flexible workplace practices (Transportation Demand Management)
Land Use Planning – multi-tiered (local, state, region)
Economics/Pricing
Applying Public Policy that exists
Commercial Transport
Drivers Ed Revamp
Fuel infrastructure
Private Sector incentification
Roads=Jobs
Economic indicators – Measures of success
Tax issues (gas tax)
Ownership of different vision
Urban/rural relationship – high efficiency in urban centers, peripheral parking
Convenient alternatives to SOV

How do we start?

Education
Positive Models – Best practices; out of state models relative to VT
Bi-Focus – metropolitan/rural and relationships btwn two
Media Strategy
Bringing more money to the issue
Low hanging fruit that brings success (destination tourism)
Clean public transportation
Focus on Schools**
- Coordination with public transportation
- Location of schools (transportation planning)
- School buses
- Idling
- Walk-to-school
- After school activities planning

Statewide Transportation summit of different silos – seek synergies
Alternative Fuels and infrastructure
Develop Research agenda & how to get it done with VT resources
(public perception vs reality)
Engage potential drivers
State colleges as mini rural hubs
UVM/Fletcher Allen
State government
IBM, NRG
Resorts/ski areas
Rural modesl
Economic development strategy to support local jobs - bring jobs to where people live
Creative economy – include transportation in this dialogue
Oil Peak contingency plan – how is VT going to transition out of this dependency?

APPENDIX VI.

Vermont Clean Vehicles Coalition
Summary of Focus Group Meetings
August 3 in Burlington and August 4, 2005 in White River Junction

As part of the Snelling Center's contract with the Vermont Department of Public Service to facilitate a process and plan for the potential reorganization of the Vermont Clean Vehicles Coalition, the Snelling Center convened two Focus Group discussions in early August. The meetings involved a diverse group of stakeholders representing both organizations and individuals who might form an active membership core of a future organization as well as those who might use the organization on a more intermittent basis pending specific program offerings. The meetings were held in Burlington and White River Junction to enable greater statewide participation in the dialogue.

Background

Following introductions around the room, a brief history of Vermont Clean Vehicles Coalition was provided. VCVC evolved out of the statewide designation of Vermont as a Clean City in 2001 (Program of the US Department of Energy). EVermont's Executive Director was the Clean City Coordinator working part-time for VCVC. VCVC provided important networking, information exchange about national programs, and some advocacy of legislation supporting the VCVC mission. When the organization no longer had funding to sustain its coordinator, VCVC went into hibernation. The VT Department of Public Safety secured funds from DOE to support a part-time coordinator. In conjunction with AOT and ANR, DPS opted to dedicate the funds to an assessment of the potential for revitalization of the organization. The Snelling Center for Government was hired to facilitate this conversation. The intent of the Focus Group meetings was to bring a broad representation of potential stakeholders to the table for discussion of both the potential value and best operating structure for building a sustainable organization.

Gina Campoli from the Agency of Transportation shared a powerpoint presentation developed in conjunction with Harold Garabedian from ANR that provided an overview of air pollution control in Vermont, air quality monitoring stations and pollutants monitored, National Ambient Air Quality Standards, health & environmental concerns, and motor vehicle contributions to VT Air Pollution. Some key points of the presentation include:

*Motor vehicles are the largest source of hydrocarbons, carbon monoxide, and nitrogen oxides in VT.

*The number of vehicles and miles driven have nearly tripled since 1970. In 2005, VT will reach nearly 8 Billion vehicle miles traveled.

*Vermont is in attainment but precarious for particulate matter and ozone. Emission of nitrogen oxide (motor vehicles are a main source) must be reduced as ozone is generated through the combination of VOCs + NOx. (Powerpoint Attached)

Resources

Michael Scarpino – DOE's Regional Resource Officer described the Clean Cities program and some of the benefits of continuing to participate in this program including access to compete for special pools of funds and the links to informational resources. VT has received two grants from DOE to help support the coordinator position. Mike also distributed a newsletter (available at www.eere.energy.gov/cleancities/ccn and provided an overview of how some of the other Clean Cities in New England are managed (summary attached). Mike provided valuable historical perspective on DOE's Clean Cities program and his observations of Vermont's successes and challenges.

Connie shared that one significant value an organization could provide is bringing additional financial resources into the state. As part of the contract work, the Snelling Center committed to creating a grant template for VCVC. As work has progress, numerous solicitations for grant funds have been received and several potential stakeholders have contacted the Snelling Center about pursuing the funds. Connie approached the Steering Committee about writing an actual grant instead of a template and the idea was supported. In June, Connie began to solicit interest from possible stakeholders for EPA's Clean School Bus USA grant. Ultimately a grant requesting $268,750 in federal funds matched by over $150,000 was submitted seeking support to replace school buses, add auxiliary engine heaters, switch to biodiesel, and conduct an emissions monitoring study. VCVC's role included a coordination/facilitation process, integration of narrative to combine proposals of multiple stakeholders, securing match and letters of support, networking and information gathering, and grant assembly. Michael Ricci, Business Manager of the Windham Northeast Supervisory Union (the grant applicant) attended the WRJ meeting and indicated that the grant solicitation, though tempting, came at a very busy time of the year and he shared that they would probably have not pursued the grant on their own given other pressing work. Having the assistance of VCVC facilitating the grant proposal development enabled them to much more easily pursue the valuable funding.

Stakeholder Input

The meeting then shifted to a series of discussion questions concerning the potential of an organization focused on clean transportation. The bullets below summarize many of the ideas discussed.

What is the value?

- State too small to be competitive nationally – need to work collaboratively
- Help nurture local organizations on decreasing ghg
- Marketing/information dissemination (take Gina's presentation about VT air quality on the road
- Identify innovation that saves costs
- Help small communities who don't have resources
- Increase visibility
- Efficient information clearinghouse – single source for transportation operators to tap for information
- Advocate for incentives

- Connection to national network of experts – link enables building on the successes of others with more extensive experience
- Support – assisting stakeholders in navigating the system
- Providing an anchor
- Coordinator is a champion
- Purchasing pool??
- Influence public policy
- Pursue financial resources

Priorities?

- Climate change
- Public health
- Tap opportunities
- Involve more stakeholders; be sure to involve those who are the influencers (potential users of the technology or fuel or behavior change, not just the followers)
- Increase awareness about transportation impact
- Petroleum crisis
- Meet State Executive Order regarding efficiency and greenhouse gases
- Show value (successful implementation of projects; gaining grants)
- Jobs=dollars to local economy
- Identify and deliver on infrastructure needs; address pertinent regulatory issues
- Support legislative, regulatory, and voluntary initiatives
- Communications and networking
- Technical assistance
- Remove barriers (e.g. telecommuting, Transportation Demand Management)
- Tie to national efforts

Structure/Framework?

- Government initiative
- Quasi Public/private alliance or partnership
- New non-profit/freestanding organization
- Expansion of existing non-profit's mission

- Loose group of core stakeholders
- State at the table but not state run
- Program based
- Watchdog organization (e.g. VPIRG)
- Network – more of a consultative role
- Coalition of coalitions

Sustainability?

- Seed money for organizational/administrative success
- Stakeholder ownership
- Early successes

- Need long term vision to attract the largest stakeholders as requires significant infrastructure investment for fuel/technology changes
- Sustaining value for core stakeholders
- Revenue generating commercial partner that supports non-profit administration piece

Next Steps

Over the next two months, the Snelling Center will draft scenarios and its recommendation for how the state might proceed in revitalizing an organization dedicated to building a cleaner transportation system in Vermont. After reviewing these ideas with the Steering Committee (comprised of staff from the Department of Public Service, Agency of Transportation, and Agency of Natural Resources), a draft summary and recommended action steps will be distributed to all parties who have participated in these discussions. It is our understanding that the State has additional seed funding for the next stage of organizational development.

APPENDIX VII.
THINK PIECE

VCVC Next Steps: Discussion Draft

[Sent for comment to all past and potential partners and stakeholders - see Appendix III]

As part of the Snelling Center's contract with the Vermont Department of Public Service, facilitating a process for determining the potential for and best means of revitalizing an organization focused on clean transportation (such as the former Vermont Clean Vehicles Coalition), the Snelling Center:

- Held an initial brainstorming meeting (Clean Slate) with six Vermont visionaries;
- Interviewed original VCVC stakeholders and EVermont Board and staff;
- Documented VCVC history;
- Reviewed VCVC historical documentation stored in the Air Pollution Control Division of the Agency of Natural Resources;
- Reviewed Clean Cities resources;
- Established a resource notebook;
- Expanded an active contact list (potential stakeholders of various levels of commitment);
- Coordinated the development of an EPA Clean School Bus grant proposal; and
- Convened two Focus Group discussions in early August.

Throughout this work, the overarching goal was to bring a recommendation to the State for how best to revitalize VCVC or redesign this initial framework into a more productive and sustainable organization or function appropriate to the prevailing conditions.

A research effort, utilizing VCVC historic files found in the Air Pollution Control Division's offices, established that VCVC's history included support in 2000-01 from VTrans, ANR, DPS and EVermont with committed funding ranging from $2000 to $6000 and in-kind resources including staff time to assist with the Clean State designation. In addition, other partners such as Ford Motor Company, VT Gas, VT Yankee, Green Mountain Power, and Ben & Jerry's contributed funding towards the inception of Vermont Clean Vehicles Coalition. DPS awarded EVermont a $25,000 grant from September 2001 through August 2002 for the Clean Cities Coordinator using US DOE's Clean Cities grant funds. We did not find documentation of other Partner contributions beyond those noted for the inception of VCVC. As part of the designation, VCVC committed to a five-year program plan that included eight goals ranging from increasing both the number of AFV's and refueling infrastructure to securing grants to expanding hybrid vehicles. We did not audit the level of completion of this plan and did not find records of annual reporting to DOE beyond 2002.

Vermont benefited from a Federal earmark managed by EVermont in 2001 that was used to place electric vehicles into transit applications statewide and continue their work with cold weather demonstration research of light duty vehicles. In 2002, VCVC hosted an alternative fueled vehicle showcase in Rutland and worked with Green Mountain Institute

for Environmental Democracy in 2003 to help make GEMs (neighborhood electric vehicles) available for appropriate stakeholders in Vermont. One of VCVC's strongest roles was information dissemination to interested parties through a newsletter and the hosting of meetings with partners. Committees were formed and met during the meetings, but these did not successfully evolve to levels of high productivity in VCVC's early years. As we began to conduct interviews we discovered that many of the original partners were no longer actively working on alternative fueled vehicle initiatives or were no longer working for that entity. The lapse in VCVC's activity in 2004 furthered a sense of organizational hibernation and disconnect with the issue and former partners. We did find some original partners and new contacts who were interested in exploring the potential for a coordinated effort to advance a cleaner transportation network, in part, because of new opportunities on the horizon – biodiesel and hybrid vehicles being the dominant ones identified.

It is important to note that all conversations with potential stakeholders occurred prior to Hurricane Katrina and Rita, and the significant increase in gas and diesel prices (as much as a 33% increase in one day was experienced during the week after Katrina ravaged the southeast gulf coast). We are therefore incorporating into these recommendations our sense of how the drastic economic change in fuel prices influences clean transportation priorities, opportunities, and timeline.

Since starting this conversation with potential partners in February, a variety of specific requests for assistance or ideas for future projects have already been advanced. These include:

- Identifying sources of biofuels in sufficient quantity to supply commercial fleets
- Building a public, or at least commercial infrastructure to deliver biofuels
- Researching fuel efficiency for commercial vehicles where fuel use is primarily for mechanical systems (e.g., trash packers) rather than road mileage efficiency
- Pursuing grant funding. There was concern expressed by former partners that numerous transportation-related funding opportunities were being missed and there was a need for a lead entity to coordinate proposals for AFVs and clean transportation.
- Securing funds for incentives to cover the incremental cost to municipalities to use biodiesel and purchase hybrids for their fleets.

Though acting on these requests was beyond the scope of the Snelling Center's contract, it is important to make note of them as they are indicative of the feedback heard in interviews and focus group meetings, and they provide some direction for a future coordinating entity toward possible programs and functions that will move the clean transportation agenda forward.

We believe the interest and need for leadership in advancing a cleaner transportation system exists in Vermont. It is our recommendation to proceed with establishing a path that would begin to create a groundswell of clean transportation activity and opportunity throughout Vermont. More than sixty Vermonters participated in conversations with the Snelling Center with three of those occasions requiring significant commitment of time on the part of the attendees to engage in dialogue. Twenty-six of the sixty attended at least one focus group or visionary meeting, and twenty-two independent interviews were held. In each case, it was our sense that the potential stakeholders were anxious to see leadership in Vermont on this issue. With the added impact of current events, it is the Snelling Center's recommendation that the State respond quickly with soliciting the next phase of this work. There is a need for advocacy and program models of clean and efficient transportation in the "marketplace" now; people are concerned, anxious, ready to listen and act, and seeking credible leadership.

Mission: Cleaner Transportation System

Contribute to the development of a more sustainable state transportation system so that it works to clearly enhance the state's economy while minimizing air pollution from transportation sources and its impact on public health.

This shall be accomplished through efforts that:

- Reduce Vehicle Miles Traveled (VMT) in Vermont
- Increase Fuel Efficiency of individual vehicle fleets as well as the collectivity of vehicles in Vermont
- Promote and establish a market for readily available cleaner fuels and the infrastructure supporting these fuels. These efforts should directly reduce dependency on petroleum-based fuels and increase the use of domestically produced alternative fuels

Possible Roles for a Coordinating Entity/ Function (1-5 years)
Primary

- Secure program and research funds for identified stakeholders and program partners
- Act as catalyst for Innovation through research or organizing collective activities
- Coordinate clearinghouse of Information/Resource dissemination/Education

Rationale: In order to shift to a new transportation paradigm, the marketplace must have new options within reasonable reach. It is essential to bring new resources to the transportation sector (money, innovative collaborations, idea seeds, intellectual capital)

that enable the development of these options through investment in infrastructure, competitive procurement programs, and incentives awarding desired behaviors. The clear interests demonstrated by the sixty some participants in this research effort are in "doing" not "organizing." Specific results that enhance their own organizational goals will be the most effective strategy for generating a network and determining an organizational framework. There is a need to develop a clean transportation "brand" for Vermont.

Secondary

- Policy Advocacy
- Clean Cities Affiliation/Coordinator

Rationale: Limited funding and current lack of a solid organizational base from the former Vermont Clean Vehicles Coalition lead us to suggest caution in focusing the majority of pending resources on Clean Cities at this time. We believe it is more prudent to design and implement programs (provide function) than re-establish an organization in the coming year. Pursuit of services and opportunities that contribute to more sustainable transportation patterns can then become the cornerstone of tangible results that will both invite and provide a solid foundation on which to build momentum that could then be enhanced by participation in Clean Cities and pursing new policy that supports "clean" transportation. Clean Cities and the VCVC framework should be subsumed into this broader goal and effort. Cash resources should be channeled to the primary goals. The state will continue to lend in kind support to help perform the necessary functions related to maintaining Clean Cities designation, including the "sign-on" of partners, setting new goals, a new five year plan and tracking progress in this specific area. We see the coordinating entity supporting the state in maintaining Clean Cities status. The state has designated Clean Cities funding (approximately $25,000) to help promote the next phase. They are interested in seeing those funds used in such a way that the function will support Clean Cities, and at the same time, advance the new broader goals identified through this process.

After a review of other State organizational or functional models, an evaluation of current events and assessment of stakeholder input, we outlined three scenarios and presented them to our Inter-Agency Steering Committee. We collectively felt that two of the three scenarios were premature due to a lack of sufficient funding and momentum. These tabled scenarios envisioned either a ½ FTE staff person within an existing organization or a full-time staff person in a newly formed organization with budgets ranging from $40,000-$90,000. While we are recommending a focus on new functions for the coming year, it may be that the best means for building momentum long-term on this issue will be for it to be subsumed within the state's Climate Action agenda and response, and the corresponding activities and structures of non-State stakeholders.

We are now seeking input on our recommended scenario which prioritizes the use of state and Clean Cities resources for leveraging dollars to build specific clean transportation related programs in Vermont, and as a sub-function of this, maintaining the Clean Cities work. Under this scenario, the State would expeditiously release an RFP using existing funds ($25,000) to do two primary functions:

1) develop one program area that would provide leadership in the area of fuel efficiency, cleaner fuels (with less dependency on petroleum), or reducing vehicle miles traveled (e.g. biodiesel for heavy equipment operators, clean and efficient school-related transportation), and

2) pursue funding for other stakeholder groups.

- An organization may logically evolve based on opportunities for functional expansion. This should be considered one to two years out. The State will take the lead on Clean Cities reauthorization work, but the management of this work would be tied to the initial state funding of this initiative. The "steering committee" should be expanded to a reasonable size (no more than 9, and a mix of Nonprofit, private, and state stakeholders)

Programmatic activities that generated excitement and support from the focus groups

Build a groundswell for the following:

1. More **hybrid vehicles** in the state
   - fleets
   -personal use
   -commercial (buses, taxis, shuttle vans)
   Work with the Center for a New American Dream on a buyers' cooperative (or tie into the one in Massachusetts?)
   Education campaign – why hybrids are worth it, (Do the #s, if 1 car in every household got 45 mpg compared to 25 mpg, what would be the fuel savings?, dollar savings at $2.99/gallon?)
   2006 tax incentive
   Encourage businesses to offer employee incentives to purchase hybrids

2. **Biodiesel**
   Infrastructure – Refueling stations, commercial storage
   Winter related issues

Educational campaign – schools, town public works directors, town managers, diesel fueled vehicle operators in the state

Assist with Ultra Low Sulfur Diesel infrastructure development

3. Reduced **Vehicle Miles Traveled**
   Educational campaign encouraging technology based meetings in substitution for place-based in person meetings
   Alternatives to single occupancy vehicle use – school kid deliveries, commuter challenges – commit to one day per week walking, biking, carpooling
   telecommuting, employer establishment of essential travel policy
   redesign athletic event schedule for fewer away games or limited distance in-state vacations
   Revise service expectations for retail delivery schedule
   Curtail mail delivery on Saturday

The Funding universe for a new Clean Transportation Venture

Further research is needed depending on the scenario selected from the options presented. Scenario I would require a mix of pursuing grants to administer and contracts for specific services. It is a more entrepreneurial model. Scenario III would require funding allotments from identified potential partners up front to help initiate organizational activities.

Partner Funds: It is unlikely that "partner" groups would make membership or sponsorship donations to an entity before it has established a track record. This is a strategy to build toward, not start with.

State and Federal grants: There are numerous grant programs that solicit proposals on an annual or cyclical basis and it would be beneficial for someone to be actively pursuing collaborative projects. The resource notebook includes information about some of the past solicitations from DOE, EPA, DOT, and STAC.

Private Foundations: There are good reference materials at various libraries in the state about Vermont-based and national foundations. Foundation giving in Vermont is limited. If the work moves ahead within the structure of an existing organization, one of the criteria should be the ability of that organization to utilize its development capacity to raise funds for these functions. Specific contact should be initiated with the Windham Foundation (possible Grafton conference on Clean Transportation, and other funding) and with the Vermont Community Foundation to explore how a clean transportation effort aligns with their community and community leadership goals.

Private Philanthropists: Private giving to specific causes tends to be limited outside of an organizational framework. There are large donors in Vermont interested in environmental issues, Smart Growth, and the link between environmental and economic

efforts. Specific partnership proposals between multiple stakeholders would be of interest here.

Public/Private Entrepreneurial Collaboration: Exploration of possible contracts for services (e.g. Casella Waste Systems has indicated an interest in obtaining help with biodiesel infrastructure and managing this fuel shift). Contracts for conducting specific services and coordination efforts should be actively pursued.

Example:

> **NEW UVM National University Transportation Center - What partnership opportunities are there with a statewide clean transportation network?**
>
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>
> UVM Contact: Professor Joseph Oppenlander
> Dept. of Civil and Mechanical Engineering
> University of Vermont, Votey Building
> Burlington, VT 05405-0156
> 802 656-1931 oppenlander@emba.uvm.edu

Leveraging of Funds: Development of relationships with entities focused on innovation and collaboration -- Vermont Sustainable Jobs Fund, Creative Economy thinkers, Lt. Governor Dubie, Vermont's Congressional delegation (earmark funds), or SEPs through Environmental Fines for air pollution.

APPENDIX VIII

Vermont Clean Vehicles Coalition List Serve

-----Original Message-----
From: Connie Leach Bisson [mailto:connie.bisson@snellingcenter.org]
Sent: Wednesday, October 19, 2005 6:14 PM
Subject: Clean Transportation "Think Piece" INPUT REQUEST

Dear Clean Transportation Advocates:
Attached is a "think piece" on a potential next step for the State in advancing support for cleaner transportation in Vermont. This discussion draft is the outgrowth of conversations convened by The Snelling Center for Government over the past eight months on this topic and advances what we believe is the most feasible scenario for building momentum.

We would appreciate your feedback on this recommendation as it will likely influence the State in how they design their next RFP to follow on the work begun by The Snelling Center.

Please respond to the questions below and send them to Connie Leach by October 25th. You may also add in any additional commentary that you think would be of value to the process.

We will also create an opportunity for a public conversation through a two-week list serve dialogue for specific feedback on the recommendation (the last question below). You will get a separate invitation to join this listserve by email. If you are interested in participating you may join by responding to that email. It is short term and will be terminated at the end of the two-week period. You may post your comments there for further reaction from others also participating. Your responses to the other questions that go directly to Connie will be summarized in our final report while retaining anonymity. The list serve will be open to all participants including our partners at the state agencies.

Thank you for your comments to this piece and your participation thus far in this conversation.

Connie Leach. 802 349-6894
connie.bisson@snellingcenter.org

QUESTIONS
How might you participate over the next few years in the building of an effective organization to advance clean transportation in Vermont?
a. Respond to the next RFP solicited by the State (either independently or in collaboration with another entity) to further develop clean transportation initiatives in Vermont.
b. Provide financial support as a "partner," "network member," or event "sponsor."

1.underwrite organizing costs ($1000-$5000)
2.pay annual membership fee ($50-$500)
c. Participate on a workgroup to develop an organizational structure or documents.
d. Participate on a program development workgroup (research funding sources, review grant proposals, build logical collaborations, explore entrepreneurial angles).
e. Serve in a mentoring role to the VCVC contractor for the next phase.
f. Other (please specify)

Can you recommend federal or state funding opportunities that should be pursued, or private foundations that might be interested in clean transportation initiatives?

Do you have ideas of innovative financing mechanisms for specific program areas that could be provided for the next contractor to pursue?

What are your thoughts about the "Thinkpiece" discussion draft, and particularly our recommendation to the State to dedicate their $25,000 to developing program focused on priority areas of fuel efficiency, cleaner fuels, and reducing vehicle miles traveled rather than pursuing an organization at this time? We're interested in your thoughts on the good, the bad, and the missed in this recommendation.

Summation of Comments and Topics Discussed

- Boston-Montreal train [Nazarow]
- Shifting highway dollars to rail (student powerpoint) [Flomenhoft]
- Dollars for public transit already tight; tax on gas a declining revenue; lack of state match for potential federal funds available to VT (TEA) [Crocker]
- Bring back gas tax proposal to support alternative fuels and vehicles; host statewide conference on clean, efficient alternative transportation and pursue DOE dollars to fund conference organizing [Rusell-Story]
- Increased interest in the Upper Valley in public transit/bus routes; NH lacking track for Boston-Montreal train corridor [Nazarow]
- I-89 and I-93 R.O.W. corridors may be under consideration for high speed rail; CATMA experiencing new ridership through various incentive programs [Penniman]
- Avoid NH w/route through MA; MA has not supported upgrade of track to Amtrak standards for passenger trains (FRA Class 3 or better) [Sharpe/Nazarow]
- Steve Howard, Vice Chair of House Transportation Committee has small working group and would likely be interested in this dialogue [Sullivan]
- Honda FCX hydrogen-powered demonstration auto has been featured in both Boston Globe and NYT [Nazarow]
- California's Transportation Energy Future conference – 2020 goal of reducing petroleum use in vehicles by 15% while increasing use of AFV to 20% [Flomenhoft]
- Announcement of Clean Cities 2006 Congress in Arizona [Songhurst]

- Recommendation to reports "Fueling Vermont's Future" http://publicservice.vermont.gov/pub/state-plans/cepov.pdf; need legislative action not more talk at conferences. [Crocker]
- How do we get Honda to demo hydrogen fuel cell vehicle in VT? Info on Transit-Oriented Development (TOD) in CA and DC – trading car for train [Nazarow]
- One thing needed is an entity to coordinate support for legislative and/or regulatory initiatives. H. 211 (still in the legislature) calls for regulations to address diesel emissions from trucks in Vermont; idling rules proposed by ANR were recently withdrawn by the Administration but they might not have been if they had heard more support for this initiative from different constituencies. [personal correspondence with Connie Leach]
- Include fee-bate law into omnibus Energy Security & Emergency Preparedness Act to gain state's match for new Federal highway dollars [Perchlik]
- Graduated registration fee structure with a "guzzler premium" [Nazarow]
- Fee-bate concept -- those supporting this should get in touch with their legislators in the House and Senate as a means of generating state match [Sharpe]
- Focus incentives/penalties on fuel use, not just vehicle purchase
- Resources for drafting legislation based on best practices in other states Clean Cities http://www.eere.energy.gov/cleancities/incen_laws.html National Conference of State Legislatures http://www.ncsl.org/programs/energy/ALTFUEL.htm [Russell-Story]
- Alliance to Save Energy 2005 handbook "The Drive to Efficient Transportation: State Policies to Encourage the Purchase and Use of Light-Duty Advanced Technology Vehicles and Alternative Fuels http://www.ase.org/images/lib/transportation/Alliance_Transportation_Handbook.pdf
- Carbon tax presentation 2004 [Flomenhoft]
- Prof. Steve Letendre from Green Mtn College – research contract with NREL on grid connected cars [personal communication with Connie Leach]
- Plug-in hybrids can now get the equivalent of 80-250 mpg w/no loss of performance [Flomenhoft]
- We're exploring revenue neutral ways to entice and reward those who are more fuel efficient, or less polluting, or some combo of the two. Need to get the parties to embrace the issues of fuel economy and /or lower emissions. What can we do this legislative session? [Russell-Story]
- The need for state funds to match federal dollars may mean legislature would support revenue-generating fee-bate on vehicles. Need a statewide organization/coalition/person to spearhead and work w/legislators [Perchlik]
- Did Sierra Club form a transportation group to do this? [Flomenhoft]
- VCVC should actively recruit some type of fuel-cell and/or other non-petroleum vehicle demo program [Nazarow]
- VCVC focus/priority – should it be smart transportation (hybrids, AFV/fuels, transit, walk/bike, carpool, car share) or invest in promoting future types of transportation like fuel cell vehicles? [Russell-Story]

- Info about EVermont's Renewable Hydrogen Production and Transportation Fuel System available at http://www.evermont.org/HVRFS.htm [Girton]
- Need support of groups like VCVC and Sierra Club if state match monies are to be generated using penalties/incentives around reducing petroleum use in Vermont [Sharpe]
- Is the goal really to decrease petroleum use or is the goal to help introduce fuel efficient and/or pollution efficient technologies (including alt fuel) into marketplace for more robust foothold and eventual self-sustaining maturation [Nazarow]
- Need a group to do the transportation equivalent of Efficiency Vermont – help VT citizens and businesses make smart transportation choices that could help them lower costs, lower petroleum use, lower VMT, lower emissions; a program for low income to purchase more fuel efficient vehicles similar to homeheating and grocery support – many soon may not be able to afford to commute to work. [Russell-Story]
- "Driven to Spend" is a useful report created by the Surface Transportation Policy Project www.STPP.org
- Transportation Efficiency Utility (funded by a surcharge on transportation fuels (paralleling Efficiency Vermont's funding via a surcharge on electricity consumption) [Walker]
- Exempt public transit from the surcharge as it is operating on such a slim margin [Crocker]
- Allowance for low income as well (gas stamps?) [Walker]
- B2 2% biodiesel in all diesel motor fuel sold in Vermont introduced last year (H. 155 or S. 82) will need support from a wider base of stakeholders [White]

APPENDIX IX.

FUNDING: A REVIEW OF OPPORTUNITIES TO SUPPORT A CLEAN TRANSPORTATION AGENDA IN VERMONT

The Funding universe for a new Clean Transportation Venture

Partner Funds: It is unlikely that "partner" groups would make membership or sponsorship donations to an entity before it has established a track record. This is a strategy to build toward, not start with.

State and Federal grants: There are numerous grant programs that solicit proposals on an annual or cyclical basis and it would be beneficial for someone to be actively pursuing collaborative projects. The resource notebook includes information about some of the past solicitations from DOE, EPA, DOT, and STAC. See Funding Resource List below for websites where on-going solicitations from these agencies can be found.

Private Foundations: There are good reference materials at various libraries in the state about Vermont-based and national foundations. Foundation giving in Vermont is limited. If the work moves ahead within the structure of an existing organization, one of the criteria should be the ability of that organization to utilize its development capacity to raise funds for these functions. Specific contact should be initiated with the Windham Foundation (possible Grafton conference on Clean Transportation, and other funding) and with the Vermont Community Foundation to explore how a clean transportation effort aligns with their community and community leadership goals.

Private Philanthropists: Private giving to specific causes tends to be limited outside of an organizational framework. There are large donors in Vermont interested in environmental issues, Smart Growth, and the link between environmental and economic efforts. Specific partnership proposals between multiple stakeholders would be of interest here.

Public/Private Entrepreneurial Collaboration: Exploration of possible contracts for services (e.g. Casella Waste Systems has indicated an interest in obtaining help with biodiesel infrastructure and managing this fuel shift). Contracts for conducting specific services and coordination efforts should be actively pursued.

Example:

> **NEW UVM National University Transportation Center - What partnership opportunities are there with a statewide clean transportation network?**
>
> The University of Vermont (UVM) will receive $16 million in federal funding for transportation research and development. (Transportation bill 2005 -Jeffords earmark)

The legislation provides funding to UVM to establish one of 10 National University Transportation Centers to study transportation issues, particularly those affecting northern and rural areas, in an effort to promote and develop more efficient transportation policies. The Center will also explore environmental issues as they relate to transportation policy.

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UVM Contact:

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Leveraging of Funds: Development of relationships with entities focused on innovation and collaboration -- Vermont Sustainable Jobs Fund, Creative Economy thinkers, Lt. Governor Dubie, Vermont's Congressional delegation (earmark funds), or SEPs through Environmental Fines for air pollution.

Funding Resource List:

The SmartWay^{SM} Transport Partnership is a voluntary collaboration between U.S. EPA and the freight industry designed to increase energy efficiency while significantly reducing greenhouse gases and air pollution. SmartWay Transport Partners lead the way towards a cleaner, more efficient transportation future by adopting fuel-saving strategies that increase profits and reduce emissions -- a "win-win" opportunity for all.
www.epa.gov/smartway/

Their most recent solicitation offered $5M and focused on reducing truck engine idling. Deadline was June 6, 2005.
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Congestion Mitigation and Air Quality (CMAQ) Improvement Program

In 1990, Congress amended the Clean Air Act (CAA) to bolster America's efforts to attain the National Ambient Air Quality Standards (NAAQS). The amendments required further reductions in the amount of permissible tailpipe emissions, initiated more stringent control measures in areas that still failed to attain the NAAQS (nonattainment areas), and provided for a stronger, more rigorous linkage between transportation and air quality planning. In 1991, Congress adopted the Intermodal Surface Transportation Efficiency Act (ISTEA). This law authorized the CMAQ program, and provided $6.0 billion in funding for surface transportation and other related projects that contribute to air quality improvements and reduce congestion. The CAA amendments, ISTEA and the CMAQ program together were intended to realign the focus of transportation planning toward a more inclusive, environmentally-sensitive, and multimodal approach to addressing transportation problems.

The CMAQ program, jointly administered by the FHWA and the Federal Transit Administration (FTA), was reauthorized in 1998 under the Transportation Equity Act for the 21st Century (TEA-21). The TEA-21 CMAQ program provides over $8.1 billion dollars in funds to State DOTs, MPOs, and transit agencies to invest in projects that reduce criteria air pollutants regulated from transportation-related sources over a period of six years (1998-2003). The TEA-21 CMAQ program is similar to its ISTEA predecessor, but it features greater program flexibility, several new program options, an expansion of eligible activities available for funding and the statutory formula for apportioning funds was redesigned to provide a more equitable distribution. http://www.fhwa.dot.gov/environment/cmapgs/

This funding is distributed through Metropolitan Planning Organizations (MPO) and the funds are designated for use at the discretion of the Governor. Vermont's only MPO is the Chittenden County Metropolitan Planning Organization. Peter Keating is a contact there who has been participating in the VCVC dialogue. Their website highlights on an on-going basis transportation related funding opportunities http://www.ccmpo.org/

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National Scenic Byways discretionary funds are available to undertake eligible projects along highways designated as National Scenic Byways, All-American Roads, State scenic byways or Indian tribe scenic byways. Within the 2006 grant announcement, the area pertinent to cleaner transportation would be (4) **Construction along a scenic byway of a facility for pedestrians and bicyclists**, rest area, turnout, highway shoulder improvement, overlook, or interpretive facility. Grant proposals due to VTrans by December 19, 2005. http://www.bywaysonline.org/grants

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2004 SEP Grant Awards Announced

The US Department of Energy recently announced its 2004 SEP grant recipients. Grants totaling $5.4 million were awarded to 66 recipients. Excluding the 30 grants awarded to the individual Clean Cities Coalitions for staff support, over 50 percent (19 of the remaining 36 grants) were awarded for CNG/LNG projects such as CNG school buses, vans, shuttles, street sweepers, garbage trucks and infrastructure related projects.

These grants total almost $2.5 million. Specifically, 3 of the 4 school bus projects ($495,000) went for the purchase of 11 CNG school buses; 7 of the 13 niche projects ($1.2 million) went for the acquisition of CNG/LNG shuttles, vans, trash trucks and street sweepers, while 9 of the 16 infrastructure projects ($1.4 million) went for CNG/LNG fueling infrastructure and related improvements. A complete listing of the recipients and their projects can be found at:
www.eere.energy.gov/cleancities

For more information please call Paul Kerkhoven at 202/824-7363 or mail:
pkerkhoven@ngvc.org

FOR 2005 SEP SOLICITATION INFORMATION VISIT:
http://www.energy.ca.gov/contracts/

DOE Recommends $5.4 Million in SEP Awards for Clean Cities Projects
In September (2005), the U.S. Department of Energy (DOE) recommended more than $5.4 million in funding for 70 cost-shared Clean Cities projects. That amount, made available through the State Energy Program (SEP) Special Projects activity, is $1.4 million more than originally planned. "There were so many really worthy projects this year that we had to bump up our award amount," explains Shelley Launey, Clean Cities director.

Final awards are scheduled for fall 2005, and funds will be delivered to the State Energy Offices for disbursement. The funding will support projects in the categories of AFV incremental cost, alternative fuel refueling infrastructure, idle reduction technologies, heavy-duty hybrid electric vehicles, alternative fuel school buses, and coalition support.

U.S. Department of Energy - Energy Efficiency and Renewable Energy

Clean Cities Program

2005 SEP Awards - Northeastern Region

UIC	State	Project Title	Total Cost*	DOE Cost	Cost Share
N-CCCS-02-CT	CT	Norwich Clean Cities Coalition Support	$50,000	$20,000	$30,000
N-CCIC-02-MA	MA	Continuation of the Eastern MA CNG Shuttle Program	$665,964	$196,852	$469,112
N-BP-01-ME	ME	"Biodieselville" Growing And Sustaining Maine's Biodiesel Market With A Railroad-Based Distribution Facility	$130,750	$75,000	$55,750
N-CCCS-01-NY	NY	New York City Clean Cities Coalition Support	$44,069	$20,000	$24,069
N-CCCS-02-NY	NY	Greater Long Island Clean Cities Coalition Support	$61,750	$20,000	$41,750
N-CCCS-04-NY	NY	Genesee Clean Cities Coalition Support	$59,490	$10,000	$49,490
N-CCIR-01-NY	NY	New York State School Bus Anti-Idling Program	$150,000	$75,000	$75,000
N-CCSB-01-NY	NY	Implementation Of Compressed Natural Gas School Bus Fleet	$1,244,760	$175,000	$1,044,760

**Subject to Negotiation*

Examples of SEP funding received by other Clean Cities programs – Metro Denver $224,162 for support of Blue Sun Biodiesel Fleets; Kentucky Clean Fuels Coalition $44,509 for Kentucky Biodiesel Infrastructure; South Carolina Palmetto State $150,000 for refueling infrastructure for biodiesel.

SEPs are submitted through the state energy office which in Vermont is the Department of Public Service. Kelly Launder or Erin Bralich would be two contacts. http://www.state.vt.us/psd/

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Vol. 9, No. 3 - October 2005
Clean Cities Now is the official publication of Clean Cities, an initiative of the U.S. Department of Energy designed to reduce petroleum consumption in the transportation sector by advancing the use of alternative fuel vehicles, idle reduction technologies, hybrid electric vehicles, fuel blends, and fuel economy.
http://eeredev.nrel.gov/cleancities/ccn

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EPA's Office of Transportation and Air Quality – **EPA Clean Air Transportation Communities: Innovative Projects to Improve Air Quality and Reduce Greenhouse Gases** – Annual competition providing funds fro pilot projects spurring reductions in transportation –related emissions of criteria pollutants as well as greenhouse gases, decreasing vehicle miles traveled (VMT), and increasing use of cleaner technologies.
http://www.epa.gov/otaq/transp/catc.htm (May no longer be offered – solicitation was from 2001)

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http://www.epa.gov/air/grants_funding.html#trans

RFA # EPA-OAR-DOD-05-19 - Closing Date: **December 14, 2005**
"Study and Analysis of Strategies for the Technology Innovation in the Transportation Sector"
NOTE: This revised solicitation replaces the previous one issued on or about 10/14/05. The proposal due date has been changed from November 28, 2005 to December 14, 2005.
This notice announces the availability of funds and solicits applications from eligible institutions for study and analysis of innovative strategies for encouraging the development and adoption of new vehicle and fuel technologies for control of emissions including consideration of impact on criteria pollutants, toxic emissions and greenhouse gas emissions. Studies and analyses should consider barriers for technological innovation and opportunities for overcoming these barriers.

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Community Action for a Renewed Environment (CARE) – community-based, multi-media demonstration program focused on reducing risks due to toxics from all sources. Desire collaborative partnerships. $75,000 Level I funding; $275,000 Level II (proposals due May 20, 2005 http://www.epa.gov/air/grants/05-08.pdf

~

US EPA Clean School Buses -- $7.5 million to fund 20-30 projects focused on engine retrofits, new buses, cleaner fuels (proposals due July 22, 2005) - annual solicitation?
http://www.epa.gov/air/grants/05-13.pdf

~

National Clean Diesel Campaign Demonstration Assistance Agreements – Approximately $200,000 7-8 awards (proposals due by July 1, 2005)
http://www.epa.gov/air/grants/05-14.pdf

~ **U.S. Environmental Protection Agency's (EPA) Transportation Air Quality Center's Transportation-Related Grants Database**
http://yosemite.epa.gov/aa/grants.nsf

~

Defense Advanced Research Projects Agency (DARPA) – electric vehicle program research http://www.darpa.mil/baa/

~

Green Car Journal http://www.greencar.com/index.cfm?content=links

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Insurance Discounts Offered to Alternative Fuel and Hybrid Vehicle Drivers
Posted: 10/19/2005

The **Farmers Insurance Group of Companies** announced it is to offer an insurance discount to customers who own alternative-fuel or hybrid vehicles. The discount amount will be 5% for auto customers in California, effective from October 1. The company says it is the first in the U.S. to offer such a discount, offered as a reward to motorists concerned about the environment.

Source: NGV Global

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EPA's Sixth Annual Clean Air Excellence Awards
Posted: 07/11/2005

Entries are being accepted for the Environmental Protection Agency's (EPA's) sixth annual Clean Air Excellence Awards. This program is open to public and private entities in the United States. There are five categories in which a program, project, or technology may be entered:

- Clean Air Technology
- Community Development/Redevelopment
- Education/Outreach
- Regulatory/Policy Innovations
- Transportation Efficiency Innovations

Award-winning entries are programs, projects, or technologies that directly or indirectly reduce emissions of criteria pollutants or hazardous/toxic air pollutants, are innovative

and unique, provide a model for others to follow, and result in positive outcomes that are continuing and sustainable. Download a copy of the entry package from EPA's Web site.

In addition to the five award categories, the program awards the Thomas W. Zosel Outstanding Individual Achievement Award for outstanding achievement, demonstrated leadership, and a lasting commitment to promoting clean air and helping to achieve better air quality. The candidate should be an innovative leader in his or her field and demonstrate a lifetime of achievement in promoting clean air. A third party must nominate candidates for this award.

Applications must be submitted as hard copies and must be postmarked by August 31, 2005. Award winU.S. Department of Energy - Energy Efficiency and Renewable Energy

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$200K Available for Propane Development Projects
Posted: 11/01/2005

The **U.S. DOE Clean Cities Program and the Propane Education & Research Council** are pleased to announce the availability of $200,000 for propane deployment projects for the transportation sector. Projects utilizing propane system technologies for on-road vehicles as well as off-road applications are eligible. A high priority will be placed on applications addressing the following areas: airport development projects, on-road applications, idle reduction technologies, and lawn & garden equipment. Questions should be directed to Ms. Sandra Loi, 202-452-8975 or sandra.loi@propanecouncil.orgners will be honored at a ceremony in Washington, D.C., in early spring 2006.
http://www.propanecouncil.org/files/DOEPERC_Grant_Program_10.24.pdf

The Propane Education and Research Council provides funding for programs and projects that advance propane in the areas of agriculture, research and development, safety and training, and consumer education. www.propanecouncil.org

APPENDIX X

EPA SCHOOL BUS GRANT

(separate file attached)

Appendix XI. Clean Cities MOU Renewal

-----Original Message-----
From: Shelley.Launey@EE.DOE.GOV [mailto:Shelley.Launey@EE.DOE.GOV]
Sent: Thursday, November 03, 2005 4:09 PM
To: #Clean_Cities_ALL%DOE@ee.doe.gov
Subject: New Guidelines for MOU Renewals -- Good News!

Dear Coordinators -
For the past six years or so, we have had a process to renew original Clean Cities Memoranda of Understanding (MOU) that were signed at designation. That process required that each coalition, when it reached its five-year anniversary, provide to DOE:

- A description of the area that the coalition serves, including population, counties and an explanation of which areas are designated attainment or non-attainment
- An updated strategy, goals, action steps, responsible parties and time frames to reflect new coalition priorities
- A new MOU including all current stakeholder organizations
- A stakeholder list that includes contact information

The MOU renewal process was instituted to help ensure that the Clean Cities program and its participants remained robust. We wanted to ensure that only active, productive coalitions were included in our surveys and were eligible for funding. In addition, we felt that the effort required to update coalition strategies with goals and objectives would benefit all coalitions as they expanded their markets.

After several years of implementing this procedure, we have achieved a streamlined list of coalitions. Those that remain in the program are coalitions who have made a conscious desire to do so. Although the terms of the initial MOU are still valid only for five years, we would like to introduce a new process for renewing your MOU in lieu of the more burdensome process we have been using.

The new process involves two simple steps:

- A letter from the coalition requesting that it's MOU be renewed.
- An updated list of stakeholders

We will continue to notify you when your MOU is about to expire and to remind you that we need to hear from you regarding your interest in continuing your participation in the program. When we receive your letter request and updated stakeholder list, we will then notify you that your extension has been extended for another five years. If you are currently in the process of completing your MOU renewal under the more burdensome system, you may elect to either finish what you started, or you may submit a letter and stakeholder list.

I hope you will find the new simplified process to your liking. I know some of you will miss having an excuse to conduct a serious planning effort, but I suspect you are few and far between. If you have any questions about the new process, don't hesitate to call.

Shelley Launey, Director
National Clean Cities (EE-2G)
U.S. Department of Energy 1000 Independence Ave. SW Washington, DC 20585
(202) 586-1573